

MAY 20, 1943



TWENTY CENTS

Sales Management

DRAMATIZE THE WAR EFFORT

MOST of the methods used in running sales contests in normal times can be applied successfully today in organizing factory and office workers, salesmen and dealers to put over scrap campaigns, War Loan drives, blood donations for the Red Cross, and the like.

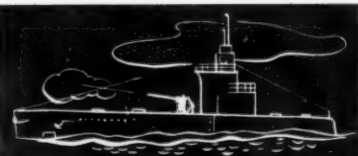
Three logical steps are (1) The setting of a high but attainable goal; (2) Showing by a thermometer or other device the day-to-day progress of the drive; and (3) A dramatization of the final result in some such form as this reproduction of the accomplishments of Chevrolet dealers in their scrap drive:

They collected 197,655,106 pounds—a huge total, but what does it mean? Who can visualize such a pile?

But when it is translated, as the Chevrolet management has done, into numbers of submarines, destroyers, cruisers and tanks, the achievement then becomes concrete.

20

SUBMARINES



10

DESTROYERS



2

CRUISERS



700

30-TON TANKS



THE MAGAZINE OF MODERN MARKETING



Pot Luck, 1943

America makes the best of everything!

A good catch is a sure way to make the best of food rationing. To make the best of the scarcity of fine whiskey, use your Schenley Royal Reserve sparingly. None is being produced today...Schenley Distilleries are doing war work exclusively.

Buy War Bonds Regularly



Schenley Royal Reserve, 60% Grain Neutral Spirits. Blended Whiskey, 86 Proof. Schenley Distillers Corporation, New York City

Markets and Milk— They're Both Grade A in the Heart



Yes, you'll find your markets grade A out here in the Heart Region. For in these states of the Upper Mississippi Valley is concentrated more than 52% of America's farm wealth. Today, the business farmers of the Heart are producing most of the food that counts most in the economy of the entire world.

Helping them produce this tremendous tonnage, you'll find an ever-faithful, "hired hand"—Successful Farming—who has been serving, advising and counseling them for more than 40 years.

Today, well over a million Heart farm families read and heed the advice Successful Farming gives them. For their problems, their needs, their desires are determined by a *regional* type of farming. Successful Farming editors know this—and cut their editorial pattern accordingly. Every story, every picture in Successful Farming is custom-tailored to its readers. And they, in turn, *emphatically prefer* it to any other farm magazine.

Just as Successful Farming is *basic* for its prosperous readers so is it *basic* for advertisers who want to reach them. Today, more than a score of the nation's leading advertisers are using Successful Farming as their *exclusive* farm magazine. Meredith Publishing Company, Des Moines, Ia.

On the cover of the May Successful Farming, you'll see Martha Sutherlin of Putnam County, Indiana. Martha is 13—is typical of Heart Region youngsters who are pitching in with rolled-up sleeves to help meet production goals. Her share of the co-operative effort on the Sutherlin farm is to see that the Grade A milk produced by a 19-cow herd is checked and shipped to the Indianapolis market every day. Martha's family is but one of well over a million who rely on Successful Farming to help them to greater production.

**The Best Farm Families
in the Best Farm Region
are your Best Customers.
7 out of 10 Prefer**

SUCCESSFUL FARMING



The Magazine of Farm Business and Farm Homes



New Things From Old

Peter Hunt of Provincetown, Mass., is the leading exponent of a new and growing art in America—the making over of “ugly-duckling” furniture into beautifully painted pieces.

You can see his trade name, “Ovince,” (an abbreviation of Provincetown) on painted furniture and bric-a-brac in smart shops from Maine to California.

And now E. I. du Pont de Nemours & Co., Inc., Wilmington, Del., have collected many of Mr. Hunt's ideas into a book—“How to Transform Outdated Furniture,”—to help people make things “do” for the duration.

The book illustrates how to take cast-off objects from attic, cellar, and junk shop, and bring them up to date, making them better looking and useful in new ways. A variety of articles long neglected but now made useful are covered in the book's pages.

Included are a coffee table made from an old picture frame, a hanging shelf from a discarded bureau drawer, a chest for linen or toys from a once useless radio cabinet, and a vanity from a battered school desk. These and other transformations are decorated with the colorful free-hand design in American peasant style which Mr. Hunt has done so much to popularize.

Keynote of the new transforming-outdated-furniture idea is its simplicity. Amateurs with merely a paint brush, saw, and hammer, who ransack attic and second-hand shops for old and outdated pieces, can—following the lead of Mr. Hunt's imagination—produce attractive things for the home. Quite apart from satisfying one's self and interesting one's friends, the creation of new things from old meets today's need for conservation and cheer.

The artist explains in practical detail how he paints his furniture and bric-a-brac. His procedures are carefully adapted so that



Paul Hunt makes a cinderella-lovely lamp from an old cracker tin enchantingly gay with red strawberries, reduces Aunt Sue's dated tassel lamp to a simple smart desk light, and grabs pop's old decoy duck for the base of a lamp for Junior.

everyone can participate in this constructive, recreational pursuit. The characteristic inexact peasant-style decorations of flower and heart, ribbons, scrolls, feather edges, mottoes, and other ornamental inscriptions, are brought within the reach of everyone's ability. A little practice to gain free-hand confidence, and as Peter Hunt says, “Your success is assured if you go at your painting with your sense of humor grasped as firmly as your brush.”

First, he advises, be unconventional about planning your transformed furniture, letting your needs determine its use. For instance, if you lack space for linens and silver, don't hesitate to use an old marble-top sideboard just because it once was in a bedroom, or to convert a dining room buffet into a kitchen cabinet.

In decorating, suggests Mr. Hunt, try to follow the example of European peasants who, though neither artists nor trained craftsmen, create beautiful free-hand designs. They make no attempt to be exact, and in their very inexactness lies the charm.

“Whatever you do,” says Peter Hunt, “don't measure or fuss over things. For instance, if you are decorating a drawer front, don't measure laboriously for the center, but strike for it. It is all-important to approach painting with a light heart and in a merry mood. You don't have to be an artist to paint, but you do need imagination, humor, and a blithe spirit.”

Trackwalker Talks

The flood of “institutional” campaigns, which currently is pushing advertising volume ahead, does not all appear in color spreads in magazines, full pages in newspapers or full-network shows on the air. Some of it—and some of the best of it—is running in business papers.

Take, for instance, the series signed by “The Trackwalker,” which American Locomotive and General Electric have jointly sponsored in *Railway Age* since last October.

This is the joint brain-child of H. J. Downes of Alco and Willard V. Merrihue of G-E. They hired a writing chap named Earl May, and sent him out to cover the railroads throughout the United States and Canada. Mr. May was told to forget about engineering genius and factory facilities and railroad records made possible partly by G-E and Alco equipment.

He was told instead to write about people, from switchmen in their shanties to chairmen in their board rooms . . . about some of the millions of people who make the railroads run. Except for the signatures and symbols of the two companies at the bottom, the series is people.

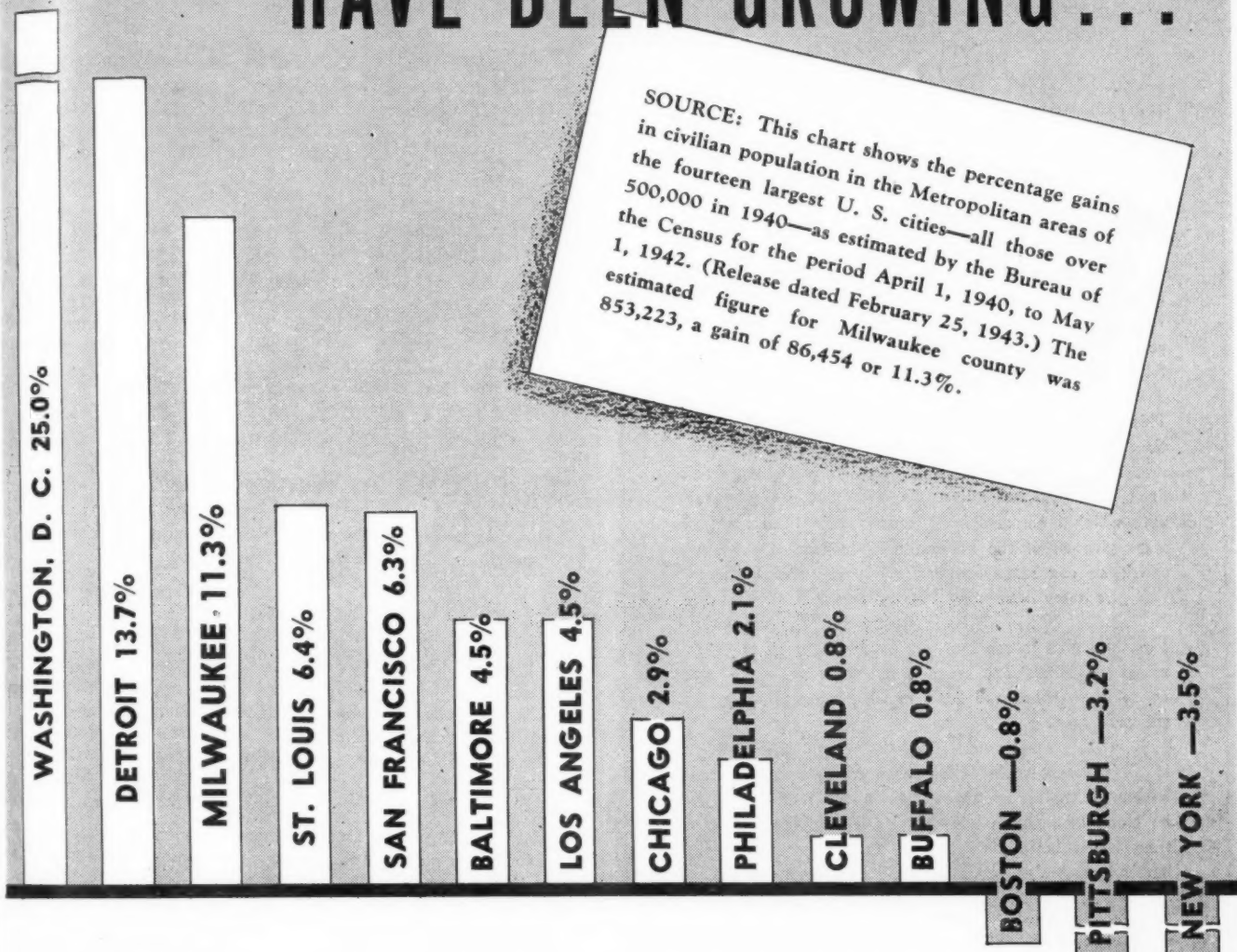
There's the story of Conductor Frank Olrich, working his train from Buffalo to New York City, and how he handles an epileptic case in the woman's dressing room and an irate gentleman whose baggage was not put on that train, and otherwise keeps happy for eight hours some 900 passengers, including children and babies.

There's the story of Engineer Bill Lavalley, hauling 130 empty cars “up the hill” from Superior, Wis., for the Kelly Lake mines in Minnesota's Mesabi Iron Range. The center bar of the engine's grate frame broke. Bill crawled into the stifling firebox, jacked the grate bars back into place, filled the gaps with the engine's re-railing frogs, laid a fire on logs and old trees he found by the roadbed, and rolled on to the mines.

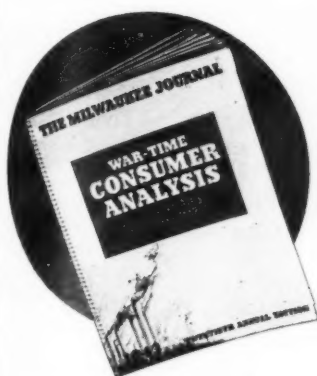
Out in Billings, Mont., a few months ago, Chief Clerk Gordon Allison was walking beside a special passenger train which had stopped there a few minutes. A lady passenger led a little black Scottie past him. The dog stopped to make friends, and Gordon stooped to pat him, and saw the name tag, “Falla, White House, Washington, D. C.”

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in May and October, when it is published three times a month and dated the first, tenth and twentieth; copyright May 20, 1943, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, May 20, 1943; application pending for additional entry at the Philadelphia, Pa., post office. Volume 52, No. 11.

HOW THE BIG CITY MARKETS HAVE BEEN GROWING...



SOURCE: This chart shows the percentage gains in civilian population in the Metropolitan areas of the fourteen largest U. S. cities—all those over 500,000 in 1940—as estimated by the Bureau of the Census for the period April 1, 1940, to May 1, 1942. (Release dated February 25, 1943.) The estimated figure for Milwaukee county was 853,223, a gain of 86,454 or 11.3%.



Here's the dope on changes in wartime buying habits—105 pages of vital information for sales and advertising executives. Write the advertising department for a copy.

THE Milwaukee market has been growing faster than all but two of the fourteen cities in its class. Only two out of thirty-eight other cities in the next bracket—250,000 and over—have shown a faster rate of growth (San Diego and Norfolk). . . War work accounts for this gain — war work totaling six billion dollars in Wisconsin and concentrated largely in the Milwaukee area. *New prime contracts alone added \$900,000,000 to war orders in this area in the five months ending February 28.* . . Factory payrolls in Wisconsin exceed

\$15,000,000 weekly — up \$9,000,000 in three years. In Milwaukee county alone, factory wage earners are getting more than \$8,000,000 weekly — up 300% in three years. More than 40,000 workers have been added to factory payrolls in the past year. . . Sales Management ratings of "High Spot" cities place Milwaukee first among the big cities for sales gains in May. . . It takes only ONE newspaper to do a complete coverage job in this booming market. The Milwaukee Journal is read by 92% of all City Zone families.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

MAY 20, 1943

[3]

FOOTE, CONE & BELDING

Advertising

247 PARK AVENUE, NEW YORK

Wickersham 2-6600

April 13, 1943

Mr. J. C. Eggleston
Radio Station WMC
Memphis, Tenn.

Dear Joe:

It isn't often that I write to station managers regarding their station promotions; in fact, this is the first time I have ever done so. However, I was so impressed with your recent WMC brochure entitled "For Your Facts File," that I did want to congratulate you on it.

This booklet contains all the necessary station information, presented in a concise, accurate and useable manner, and in exactly the way in which both the Radio Executives Club and the AAAA Time Buyers Committee, with which I am associated, desire them. The coverage maps give all of the necessary information in a picture which we can readily accept, and your audience figures also give some interesting basic information on WMC.

I am also glad to see that you have eliminated the usual useless engineers' and receptionists' pictures, which take up so much space and don't mean a thing as far as we are concerned.

If all stations would follow your example and give us booklets like this on their stations, our files would not be cluttered up with useless material and the buying of time would be a pleasure. So, thanks very much and here's hoping that the others will follow your lead.

With heartiest approval and congratulations, I am, with kindest regards,

Very sincerely yours,


John D. Hymes
Radio Department

This letter, from one of the nation's outstanding time buyers, is entirely unsolicited, and does not represent an endorsement of Radio Station WMC. It is, however, a high tribute to WMC's latest BOOK OF FACTS—a publication which should interest alert agencies and advertisers the country over. Radio Stations, interested in securing a copy as a guide for similar publication for themselves, may have one without cost or obligation by writing WMC, Memphis, Tennessee.

Gordon had stumbled on a secret known only to the railroad's staff officers. He kept his secret. But that night he wrote Stephen Early, President Roosevelt's secretary, suggesting that, for the safety of the party when traveling by train, "Falla's name tag have a small metal cover marked, 'See Inside' or 'Pull to Open.' In that way the dog's identity would not be noted by the casual observer, but would still be available if the dog became lost or strayed."

Mr. Early thanked him. But what the President did about Falla's tag is a military secret.

A small flat package thrown from a fast-moving troop train fell near a gateman at Evanston, Ill. The gateman turned it in to Assistant Trainmaster Arthur Schmidt. It might have been dangerous. But on the front Mr. Schmidt read the hasty scrawl, "Please deliver to Mrs. Donovan, 1420 Thome Avenue."

The trainmaster checked the name and address by telephone. Then he personally delivered the package. Mrs. George Donovan had a group photograph of her youngest son, Hugh Thomas, and his company at Great Lakes Naval Training Station. "Under sudden orders, the young sailors were on their way. They didn't know where. This was Hugh's farewell to his mother."

This campaign is giving railroad men and women throughout the country new appreciation of the importance of their jobs.

Who's Who In Water Cress

How big must an industry be? Would it qualify if the product for the United States were grown on less than a hundred acres of land, and were managed by one family?

That is the size of the water-cress industry.

Water cress has antiquity behind it, for in Xenophon's "Cyropaedia" one reads about the abstemious Persian soldiery living on bread rubbed with nasturtium—that was water cress, which belongs to the nasturtium family. It contains body-building vitamins and minerals.

Back in 1873, Frank Dennis started to cultivate water cress for the New York market. He did so well with this mere salad trimming that, before long, he had to have an all-year-round supply.

During the summer months, he grew it in New Jersey, his home state. For a winter supply, he started production in Virginia. Then Alabama was found to be a good state for the winter crop, which was important from the sales angle. It is important from the sales angle because in winter, with other salad greens scarce, water cress (the English call it "water cresses," and one of the old London street criers hawked it) is in good demand. The Dennis family ships as much as 33,000 bunches from Alabama on one winter day.

Today, with 40 acres in Alabama, 5 in Virginia, 30 in West Virginia, 10 in Maryland, and 12 in Pennsylvania, the total is 97 acres cultivated by the Dennis family, headed by C. E. Dennis, of the second generation, who has carried on the active selling which his father started. As "water cress king," Mr. Dennis regularly advertises his product to the hotel trade.

The Dennis family has competition, of course, in cress gathered from streams where it grows naturally, and in locally grown supplies. But they have established their business on true big-industry lines. Quality of the product has been developed by testing hundreds of varieties of cress, and by continual experimentation with soils, fertilizers, and growing methods. An all-year supply has been assured.

Thanks to vigorous salesmanship, water cress is now included in the master salad menus issued by the Quartermaster General of the Army.

Don't PUT YOUR BRAND NAME IN MOTHS!!

Keep it fresh in the daily thoughts of your old customers and new customers to be. Don't let them ever forget the quality, the value and the service your brand stood for . . . and will stand for again.

When this "global convulsion" is relaxed, people will revert to normal habits and naturally buy the brand they remember. And the best aid to memory is *recency* of impression.

Keep reminding them by telling the story of your product over WTAM again and again. In this way WTAM's 1,253,600 Families will "keep in step" with you . . . ready to buy your brand the minute it starts rolling off the peace time production line. Advertising *now* over WTAM means a quicker return *then*.



In 1942 the 100 leading advertisers in the country spent more money for radio "time" than for any other form of national advertising. One reason why is **LOW COST**.

On WTAM the Cost is only \$.000073 per Family

WTAM
C L E V E L A N D

NBC NETWORK . . . 50,000 WATTS
Owned and Operated by NBC

Represented Nationally By NBC Spot Sales Offices

Sales Management

VOL. 52, NO. 11

MAY 20, 1943

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the period ending May 20, 1943:

A Survey of Advertising

NATIONAL ORGANIZATIONS, in their attempt to help win the war, and to convince a somewhat skeptical public that private business management — rather than Washington — is most capable of straightening out domestic problems after the war, are running more "public relations" or institutional copy than ever before.

Currently that type of advertising seems to approximate 50% of the national copy. That is the combined average for the April 24 issue of the *Saturday Evening Post*, the May issue of *Good Housekeeping* and the general advertising in the April 26 issue of the *New York Times*.

In our analysis of those three publications, we used the following pigeon-holes: "Government objectives" refers to copy which is devoted to stimulating the sale of War Bonds and Stamps, explaining the rationing system, or which aids the salvage or conservation drives. . . . "Explaining shortages" is copy which tells the housewife how and why she must get along with less, and which helps to take the dealer off the hot seat. . . . "Morale" copy is designed to buck up either the fighting forces or the people on the home front. . . . "Post-War" copy tells the public what present research and engineering will mean in terms of products in the future. . . . "Progress Reports" tells what individual companies are doing to help win the war. . . . "Business as Usual" refers to ads which ignore the war completely or use it as a tie-in merely to attract attention to a product.

Here's how the advertising in the three publications fits into the six pigeon-holes:

	S.E.P.	G.H.	N.Y.T.
Government Objectives	19%	14%	37%
Shortages	8	12	9
Morale	2	6	8
Post-War	7	5	0
Progress Reports	20	4	6
"As Usual"	44	59	40
Total	100%	100%	100%

Four Public Relations Fronts

A GROWING NUMBER of advertisers follow four logical steps in their public relations work. The first is, of course, among the employees in the plant and in the offices. The second is in the communities where the plants and offices are located—getting the story before the families of the workers, their neighbors, the merchants, the bankers, the teachers. The third logical step is to get the complete story before the wholesale and retail distributors of yesterday, today, and tomorrow. The fourth step is to keep the name and what it means before the consuming public.

If there is a forgotten link in the above chain, it is most likely to be the second. One of the best ways of selling the idea of free enterprise is to point out what an individual company means to the citizens in its locality. But

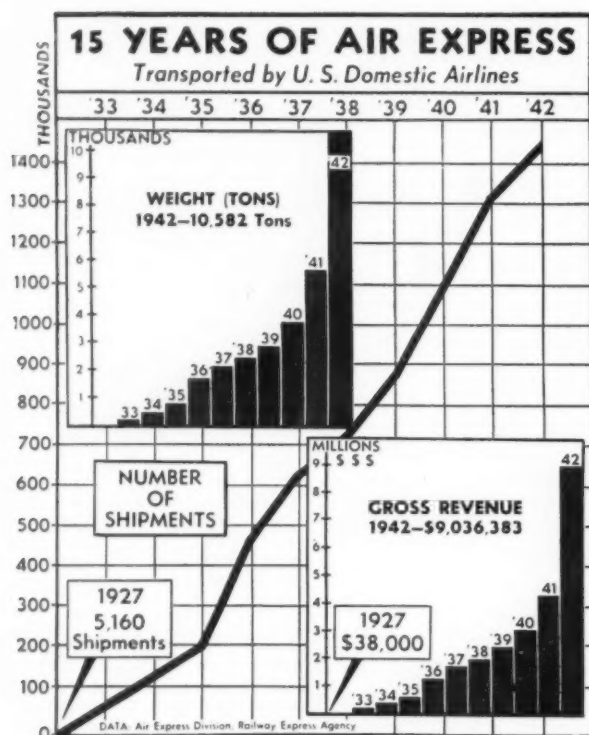
this obvious precept is ignored by many advertisers who do a good job in carrying out the other three steps.

One of the nation's war producers who is doing a significantly good job in informing citizens in its plant cities is R. G. LeTourneau, Inc., manufacturers of heavy grading equipment. The illustration on this page is reduced from a full page which ran in the *Journal-Transcript, Star, and Labor Temple News* in Peoria. Similar pages, rewritten to fit their other plants, are appearing in Vicksburg, Mississippi, and Toccoa, Georgia.

Charts and copy give full details of sales, profits, taxes, increases in employees and pay-rolls, the type of equipment being made for the armed forces, what the company has done on salvage, safety, purchase of War Bonds, activities for employees, what the employees themselves have done in community scrap drives, War Fund and Red Cross drives, what the company is planning for post-war.

This type of advertising can be bought at a great bargain, for field surveys prove extraordinarily high reader interest. All recent newspaper surveys of the Advertising Research Foundation show that Mr. and Mrs. America are intensely interested in reading about what American industry is doing in the war effort. The most recent study, that made of the *Scranton Times*, shows that the five ads which got the largest number of men and women were all devoted either to showing what companies are doing in the war effort, or to explaining point rationing.

Good public relations begin at home.



Air express is rapidly becoming big business, and is bound to expand after the war. Here is a record of what has happened since the set-up of the Air Express Division of Railway Express. Approximately 35 tons of air express now move daily between the Nation's 350 airport cities.

More Gas for Salesmen?

THE TUNISIAN VICTORY may result in more gas for salesmen on the Eastern seaboard, for the victory is equivalent to the addition of scores of new oil tankers. It is a possibility, but by no means a certainty, for none of us laymen can know precisely what military demands will be. On April 26 the Office of Price Administration gave salesmen not classed as essential a break in all sections except the Eastern seaboard through permitting the issuance of "C" rations to drivers hitherto eligible only for "B" books. Now those salesmen can increase their travel from 470 to 720 miles a month.

There is a well-founded rumor that William Jeffers had quite a bit to do with the relaxation of the ruling. He still sticks to his optimistic report of the rubber outlook and declares that the OWI's more pessimistic analysis is in error. As a businessman he appraises the over-all rubber outlook as an expert, and gauges the future trend, while OWI confines itself to presenting only the figures.

One trouble with government bureaus has always been their refusal to interpret their own figures. They shy away from any attempt to translate them into future value for businessmen. They are too often useful only as a record of past facts—and oftentimes some difference in the past. Mr. Jeffers is trying to make his rubber survey not only an accurate record of what has been accomplished, but also an outline of what businessmen may reasonably expect in the next 12 months. He is interested in live forecasts and not dead facts.

A startling exception to the accepted Government policy of dealing only with past facts is the recently published Department of Commerce booklet, "Markets After The War," which was described on the front cover of the

May 1 issue of SALES MANAGEMENT and which was designed to help businessmen come to grips with after-the-war problems by predicting ahead and showing an individual industry its reasonable goals and potentials under varying levels of general business.

Washington and Paper

A CONGRESSIONAL COMMITTEE on May 10 recommended that the War Production Board take steps to prevent "waste and non-essential use" of paper by the Federal Government, and that the War Manpower Commission designate the paper production industry as an essential war industry. This action was taken after Donald M. Nelson had informed the committee that no further restrictions on the use of newsprint and print paper by newspapers and magazines "are in prospect" before October 1 "unless the newspapers fail to achieve" the 10% reduction already ordered. Witnesses stated that nothing has been done to curtail waste by the Government.

Considerable additional savings can and should be made by the Government, but the sweeping accusations made before the Congressional Committee do not seem justified by facts, as anyone who has been on Government mailing lists can testify. The editors of this magazine, for example, instead of getting Government reports automatically as in normal times, now have to make specific written requests for pamphlets and reports.

The Department of Commerce has taken the paper shortage seriously by making *Domestic Commerce* a monthly, effective with the May issue, after 16 years of continuous publication as a weekly. By decreasing the number of issues from 52 to 12 per year, the Department is able to effect savings in paper and other strategic material.

Where Farmers Buy

A MEASURE OF CHANGES in farmers' buying habits is given in a 36-page booklet, "The Effect of Gasoline Rationing on Kansas Rural Buying Habits," published by Station WIBW, Topeka, and based upon a survey by Dr. F. L. Whan of the University of Wichita. In every category of retail trade, the percentage of goods bought in large towns has decreased:

	Before Gas Rationing	Today
Clothing	53.2%	39.3%
Household Furnishings	38.0	27.2
Auto Equipment	34.8	25.7
Farm Machinery	31.4	23.7
Paint & Wall Paper	28.2	20.6
Hardware	25.2	18.1
Groceries, Meats	24.8	15.3
Drug Store Items	24.7	19.5
Lumber & Building	17.1	13.4

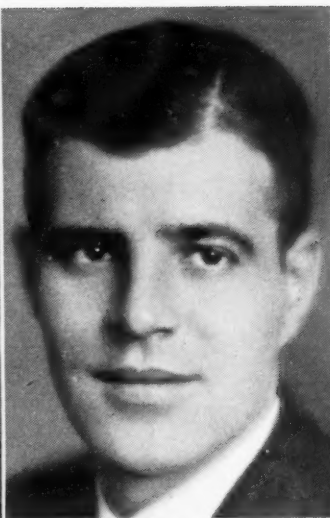
The most recent report on cash income from farm marketing, as compiled by the Department of Agriculture, covers the month of February. Farm income that month was \$1,125,784,000 as against \$832,760,000 in the same month last year, or a gain of 35%. Farmers in the West North Central section experienced a gain of 51%, followed by 48% for those in the Western section, 33% in the South Central, 25% in the East North Central and 17% in the North Atlantic states.

PHILIP SALISBURY

SALES MANAGEMENT



Hopping



Welch



Willis



Switzer

David S. Hopping has been made the head of a new Sales Development Department of the Celanese Celluloid Corporation, a Plastics Division of Celanese Corporation of America. He formerly was director of sales of the Packaging Division.

R. W. Welch who is now assistant director of General Mills' Department of Public Service in charge of institutional advertising. He formerly was in charge of advertising of Gold Medal Flour, Kix, Bisquick, and Betty Crocker ingredients.

Hugh Willis, with Sperry Gyroscope Co., Garden City, L. I., has been appointed general sales manager of the company. Previous to his new assignment, Mr. Willis was the chief research director in complete charge of the company's laboratory.

Don Switzer has been appointed sales manager, Service Division, Federal-Mogul Service, Detroit. He joined the service in 1928 as West Coast representative, establishing a chain of branches. In 1939 he was made Detroit assistant sales manager.

NEWS REEL



Blackstone Studios
Rector



Calkins



Noonan



Pach Bros.
Walsh

Thomas N. Rector has been appointed manager of research and development, General Foods Corp. He formerly was director of engineering research, developing new methods in food preservation. In 1939 he was made manager of Central Laboratories.

C. V. Calkins has been elected a vice-president of Bendix Home Appliance, Inc., South Bend, Ind. Mr. Calkins has been associated with the company since 1937 in a sales-executive post. In his new capacity he will head up sales activities.

Chester J. Noonan has been made general sales manager, Footwear Division, United States Rubber Co. He will direct all sales activities of the division, with plants in Naugatuck and Waterbury, Conn., Woonsocket, R. I., and Mishawaka, Ind.

D. W. Walsh has been named general sales manager, Tire Division, United States Rubber Co. Mr. Walsh joined the company in 1931, in charge of tire sales in branch offices throughout the country. In 1942 he was made assistant general sales manager.

MAY 20, 1943

[17]



Bonds now. Homes like this later. Celotex already has some of its post-war products—and is talking about them.

Celotex Advertises Now to Stake Its Claim to Share of Post-War Building

Even though building is largely frozen, Celotex is using 98 general and business magazines to arouse the public appetite for home ownership after the war, and to educate both consumers and the building industry on the advantages of a line of new Celotex products.

Based on an interview by Lester B. Colby with

MARVIN GREENWOOD

*General Sales Manager,
The Celotex Corporation,
Chicago*

MANY are talking much about post-war planning — What will be done when V-day comes. Theories fly thick and fast.

The Celotex Corp., Chicago, is doing something about it *now*. One thing it is doing is to tell its story in 98 national, business, and industrial magazines. This story to a considerable measure depicts not "dream" materials, but new products — products which have been established in fact and would now be available to the general public if it were not for the war.

In doing this, Celotex confidently paints a bright picture of America's post-war future. Marvin Greenwood, general sales manager, sees it this way:

"We have today an abundance of money, the use of which must be deferred. The moratorium of spending

is not attributable to lack of demand, but to a shortage of supply. Our demands are for automobiles, refrigerators, houses, and a thousand other comforts. Because manufacture of these comforts is restricted, many people are spending foolishly. Some are putting their money in savings, and others are buying Government War Bonds.

"As the war progresses, the public's desires will increase and the backlog of money will expand. We anticipate that when V-day comes, there will be a tremendous amount of money available, and that vast amounts of it will be used to satisfy pent-up desires. Now is the time for manufacturers to influence and to guide the nation's channels of thought.

"The building industry as a whole, compared with other industries, has done a very small amount of advertising—a relatively poor job. It has

failed to sell, as thoroughly as it should, the satisfaction which goes with a good home; the happiness of better living conditions; the practical value of investment in better barns and out-buildings on farms.

"The building industry well can take a page out of the automobile industry's book. It was the motor-car industry's mass advertising, selling the joy of owning a car—accumulative in effect. One company's advertising added to another's put America on wheels. No one manufacturer alone could do the job. It took the combined effort of all of them to put it over—and all profited.

"The Celotex Corp. is pointing the way for the building industry, trying to show the industry how it can get its share of the billions of accumulating dollars which some day will be set free. Celotex is trying to make clear to America the advantages of owning a home. It is telling the people that the thing to do, right now, is to make down payments on that future home by buying Government War Bonds and ear-marking them for its purchase.

"Bonds, now! Homes, later! It's an appeal to the selfish motive, plus the patriotic instinct. Our files and the inquiries coming in, prove that we are not on a cold trail.

"Our program is pretty well under way and let me tell you something that has amazed me. A surprisingly large number of inquiries are coming to us from men now in active service

in our armed forces—from selectees up to lieutenant colonels. That means that men now in uniform are thinking and planning for the future. I believe it indicates that these men are saving their money with a view to establishing homes when they return.

"We also are receiving many inquiries from workers in war industries. Tens of thousands of these workers know that they will be uprooted and forced to re-establish themselves when peace comes. They are thinking ahead, and are saving against that day. Millions of men and women, shaken out of their old ruts, seeing the world as they never saw it before, are lifting themselves to higher levels of living.

"Celotex has backed up its advertising program by developing new materials which it believes will play a major part in the construction of better homes after the war. These products are the result of a continuing program of product and market development started at the end of 1936. Its purpose is to develop products which will contribute to the advancement of new and changing forms of building construction. Are we cer-

tain about what we are doing? The answer is that in 1942 42% of our gross sales were made up of products introduced since 1936. We are familiarizing people with what is going on; with the progress which is being made. We have the products now. We are not just dreaming."

What are these new products? To name a few:

Cemesto is a complete wall, including exterior and inside finish with insulation against heat and cold; cane-fiber core, weather-sealed, between surfaces of asbestos-cement. (Old forms of building require up to eleven layers of material, each a separate operation, applied separately to build a wall. Cemesto walls come complete, one operation in building.)

Celo-Siding, a wall unit composed of cane-fiber board, surface-impregnated with special asphaltic compounds on all sides and edges, covered on the weather side with colored granules imbedded in asphalt, combines the functions of sheathing, insulation and exterior wall finish.

Celo-Roof, with cane-fiber core, surface-impregnated with special asphalt, covered on the weather side

with heavy asphalt roofing felt surfaced with colored mineral granules, combines insulation against heat and cold with roofing and structural qualities.

Other new products include an exterior wall unit made of gypsum board, and an interior unit of gypsum wallboard, laminated; both are rigid and fire-resistant.

Cemesto, which comes in 4'x12' dimensions, 1½" thick, has been used notably in recent months in Government defense housing projects. In this new type of construction the usual studding, spaced approximately every 16", is eliminated. The strong, rigid panels are merely framed in the wall construction much as a picture is framed. That saves material and time. It has been used in Army, Navy and Airforce construction, and for housing war workers where quick construction at comparatively low cost has been desired.

This type of construction lends itself to "production line" practice. Pre-sawed at mill and factory, the parts go together on the job with speed. Small houses for war workers have been put up in only 35 man-hours, the equivalent of five men working seven hours to finish the entire house! This type of house, Celotex executives warn, must not be confused with pre-fabricated houses.

Near one airplane manufacturing plant (name and place a military secret), more than 1,000 of these houses have been completed for war workers. Several thousand more have been built for shipyard workers and along the Alcan highway to Alaska. The usual type is known as a 4½-room house.

Celotex has gone beyond theory to prove that one of the greatest peacetime markets in all history is in the making. It has accumulated these sup-portable figures:

1. \$21,000,000,000 in War Bonds,



(Above) Not a sugar-spun dream house, but a production line reality. Celotex features in its wartime advertising campaign new designs for living for war workers. This four-and-one-half-room house, constructed of newly-developed Cemesto wall units and Celo-Roof, can be built in only 35 man-hours, at a comparatively low cost—an evolution in the building field.

(Right) Indoor comfort is the keynote of the sales story on Cemesto-built homes. Not to be confused with pre-fabricated houses, these homes are constructed by setting individually complete wall units into framing, in a single operation, "like a picture in a frame." Several thousand of these homes already have been built for workers along the Alcan highway.





The Celotex Corp.

Marvin Greenwood's career contradicts the assertion that large corporations no longer afford opportunities for brilliant young men. He came to The Celotex Corp. before he was old enough to vote, served in the sales department under three successive sales managers, became the manager of the Celotex St. Louis sales office, and then assistant general sales manager. In 1939 he was appointed to his present position of general sales manager.

purchased during 1942 and 1943, will be converted into buying power after the war.

2. \$34,000,000,000 in surplus income, savings accumulated during 1942 and 1943, also will be converted into buying power. (Estimated by U. S. Treasury Department.)

3. \$110,000,000,000, a plus factor, which authorities say will be the national income for post-war America. (Authority, National Resources Planning Board.)

\$165,000,000,000, the immediate spendable bankroll by adding 1, 2 and 3, above. And here, according to those who have studied the picture, are what the needs of the nation will be:

4. 1,860,000 new dwellings a year, every year for ten years; 6,400,000 homes requiring major repairs. (Estimated by U. S. Department of Commerce.)

5. 2,100,000 automobiles; 1,500,000 mechanical refrigerators; 1,200,000 washing machines; 1,200,000 radios; 900,000 electric irons; 600,000 sewing machines . . . to mention only a few. (From U. S. Chamber of Commerce.)

"This will be a seller's paradise," adds Celotex. "And, fortunately for us, the building needs will stand head and shoulders above them all! We must anticipate this competition now by stimulating *today* a universal desire for home-ownership *tomorrow*; by selling the home as every American's No. 1 post-war need."

Among the 98 publications scheduled for display advertising to tell this formidable story are:

National Magazines—*Saturday Evening Post*, *Collier's*, *American Home*, *House Beautiful*, *Better Homes & Gardens*, *House & Garden*, *Time*, *Newsweek*, *Business Week* and *Nation's Business*.

Farm Papers—*Country Gentleman*, *Successful Farming*, *Progressive Farmer* and *American Fruit Grower*.

Industrial Field — *Manufacturers' Record*, *Engineering News Record*, *Factory*, *Construction*, *Concrete*, *Ice & Refrigeration*, *Food Industries* and *The Constructor*.

Builders—*American Builder*, *Practical Builder*, *Southwestern Builder*.

Architecture—*Architectural Forum*, *Architectural Record*, *Architect and Engineer*, *Federal Architect* and *Sweet's Architectural Catalog*.

Carry On for V-Day

In addition to those listed above, many sectional publications are being employed. Celotex points out that these magazines have a total readership of 150,000,000, among them 5,400,000 farmers who will have more spendable income than at any other time in their history.

Celotex also has a direct program aimed to spur its dealers to action *now* to ready their post-war prospects for planning and desiring new homes. These homes are of a far better type than the war workers' homes described above. This promotion ties directly into the advertising campaign now running in national magazines. The home described is called "Your Miracle Home of Tomorrow."

Through this general advertising and through direct dealer promotion, prospect names are being gathered *while the war is still on*, with a view to post-war construction business.

Each inquiry entitles the inquirer to:

1. A War Bond container consisting of a stout, colorful envelope imprinted with the local dealer's name. This acts as a reminder each time a War Bond is inserted.

2. A 12-page booklet describing the Miracle Home. The point here is that

every prospective home owner should want one while he is "mind-shopping" for the home he plans to build. The dealer thus can begin building up now, with his eye to peacetime construction, a "live list" of prospects.

In the meantime, Celotex points out to its dealers, as well as to the public in general, that it is the duty of every home owner to keep his present home in good repair; that every farmer should maintain in top condition, his barns, his storage houses and his hog houses as well as his own home.

That means, they are told, that they are not "laying down on the job," but are carrying on in spite of Hitler, Hirohito or Hell. All of this helps to keep America functioning. And it also means dealer business now at a time when it may be needed badly. For, somehow, the dealer must continue to exist if he is to be on the job on V-Day.

Available to the dealer, are newspaper mats which he may use in his local advertising to secure prospects both for this immediate business and for that future day when so many products now unavailable will be back on the market. Celotex also gives dealers suggestions for displays which will feature materials now available. Such products may be limited; they may just trickle through. But even in "dabs," they do keep the ball rolling.

"Stay in thar an' keep a-pitchin'," says Celotex. And, to those same dealers:

"Do something every day to get ready for the time when that \$165,000,000,000 bank roll will be looking for things to buy. Start planning for the time when the biggest building program in the history of the world will be launched. The starting gun will be fired on V-day!"

When will V-day come? Celotex, outlining its program, says it will come in the year 194V.

SALES MANAGEMENT

San Francisco's Post-War Workpile: What It Is and How It's Being Built

This practical community project calls for analysis of immediate after-the-war needs of local business in terms of specific goods and services. (Examples: What plants will need new machinery? What stores will remodel?) Object, of course: to develop specific leads for local business men to follow up when the war folds up.

BY ELSA GIDLOW

(This is the fifteenth article in SM's post-war planning series. A check-list of the first fourteen appears on page 37 of this issue.—THE EDITORS.)

A DIMMED-OUT San Francisco sign served to light up a big idea in the mind of a business leader in that city who, like every other business leader in the land, was meditating on how long a period of convalescence business might have to face when the war-fever subsides.

That business leader was Ernest Ingold, president of the San Francisco Chamber of Commerce, well known before that as head of the Chevrolet automobile sales agency which bears his name. He was thinking about post-war planning and just how tangibly effective it was going to be in immediately taking up post-war slack. The conclusion at which he arrived and which he subsequently voiced at a meeting of business men called to work out a grass-roots post-war plan, was that all post-war plans he had seen so far, with the exception of public works, were "right up in the clouds."

Glancing up at clouds, Mr. Ingold saw one of San Francisco's dead and neglected signs hanging over a small dry-cleaning establishment. The sign obviously had deteriorated, and would continue to deteriorate before the Pacific Coast could light up again in a great flood of victorious light.

"If that little dry cleaner does nothing else when peace comes," Mr. Ingold thought, "he'll have that sign put in condition and lighted up just as soon as dimout becomes a dark memory."

There are between 70,000 and 100,000 dead signs in San Francisco, large signs and small signs. They all will need re-servicing before they can be used again.

Our business leader promptly went to the dry-cleaning shop, and asked the proprietor what he thought it

would cost to put his electric sign in condition to light again at the end of the war. The proprietor of the dry-cleaning shop and Mr. Ingold figured it out, and the estimate was \$280.

It's simple to go on from there. If 50,000 of the owners of dimmed-out signs in San Francisco immediately start reconditioning their signs, it would mean a \$14,000,000 business on a cash basis—or, if each sign owner paid for reconditioning on a basis of \$15 a month for three years, the cash-basis business would be closer to \$15,000,000. Quite a *workpile* in itself.

A "Grass-Roots" Profit Plan

That's how the "San Francisco Workpile" idea was born. The germ of the idea was Mr. Ingold's. He dropped it where the thinking of a group of minds, post-war-planning-conscious, could work on it, and it emerges as a "grass-roots plan" to "put dollars and cents business on your counters and on the counters of your competitors," beginning the very moment peace permits construction again.

The words quoted were Mr. Ingold's at the first meeting of the San Francisco Workpile Plan, attended by 80 key men representing San Francisco business and labor.

This probably is the most practical, concrete plan of its kind yet to be developed by business to help itself to prevent a sickening post-war depression and unemployment crisis, the details of exactly how it is being undertaken are explained in a four-page folder issued in April by the San Francisco Chamber of Commerce. Thus, the ideas and suggestions involved in the plan are available as a reference to any business groups who are interested.

Briefly, it is a program, rather than a plan, to find out *now* what demand for goods and services in San Fran-

cisco may have accumulated during the war period with its restrictions and shortages, and to assemble a sheaf of actual leads. San Francisco has approximately 200 different businesses and industries. Each of these is represented by a committee whose job it is to make the appraisal of what that business group will require in services, goods, and manpower when peace returns. More than that, the committees will appraise and report on conditions as they may be when 1943 draws to a close.

Project Develops V-Day Leads

The Report Outline which will be the means of gathering this data contains many questions, but they sum up to: What selling opportunities does your business see at the close of war? What re-employment is possible in your field if full advantage is taken of the potential selling opportunities?

Eugene G. Bowes, in charge of the plan's administrative and contact work, told SALES MANAGEMENT: "This is *not* a project to gather statistics; we shall not be putting out any figures. It *is*, however, a program to develop specific business leads to be made available to any interested business man in the city."

The preliminary appraisals already have started, and returns are expected to be in within 60 to 90 days. These returns will enable each committee to draw up and submit lists of firms having definite needs, whether for new store fronts, remodelling either inside or out, new or reconditioned signs, new buildings, warehouse space, office accommodation, new or additional equipment and machinery, banking affiliations, re-discount facilities, advertising agency or advertising services, employees, capital, and many other possibilities. In the words of Mr. Ingold: "The aggregate of all reports will show the future possibilities in the fields covered. The follow-ups at the end of the war will be the launching of a sales and re-employment program in each field."

Many phases of San Francisco business are cooperating in this project, from manufacturing and production, through contracting, wholesale, distributive, and retailing; also services like dry-cleaning, barbering, etc.

Merchants are organized by localities. The Hotel Association is participating; as is the radio broadcasting



"Hello—WPB? My laundry said I was to call you if I wanted my things done—what are your rates?"



group. The method of contract is to work through the existing trade organization where one is active. Where no trade organization is functioning, a representative leader in the trade or business is chosen. If an industry includes a few large companies (such as the oil industry), each company is contacted separately.

Thus, on the Workpile Committee, one outstanding business man from each group is represented. He chooses two or three others to work with him in his business field and a board of 6 to 20 men. This committee is responsible for gathering the necessary data which is to provide the leads for the post-war workpile. One word is stressed in building up these workpile leads: *Immediately*. "What goods, services, and manpower will you need *immediately* when peace is declared?" is the question to each business house.

Mr. Bowes points out: "The program is concerned with the period of not more than one year after the end of the war. That is why we stress immediate business and service needs. We do not pretend that we can create permanent prosperity by taking in each others washing; but we believe we can maintain a reasonable level of

prosperity by handling the re-tooling of our varied business enterprises until the general business levels become re-established."

The realistic approach of the planners of the Workpile program may be gauged from one important detail: Right from the start they brought labor into the planning, and they are expecting labor leaders to work with business leaders on an equal footing in developing the program.

"We would get nowhere without labor's cooperation," Mr. Bowes says. "Lacking labor's support, it just wouldn't work. We included labor organization representatives from the first meeting, inviting the local and national unions to send men of their own choosing to represent them in the discussions and plans. I can say that labor is co-operating 100%."

Labor has a big stake in post-war economic activity. San Francisco's Workpile Committee estimates that in San Francisco alone, the year after war ends, is likely to see between 100,000 and 125,000 men and women unemployed who now are engaged in war production enterprise. The wholesale cancellation of war contracts which disorganized business

after the last great war is not anticipated at the end of the present conflict; but San Francisco realizes that it can anticipate a contraction in the present feverish shipbuilding activity.

Workers, foreseeing this, might not be blamed for quitting the city in a hurry when peace is declared, to seek employment elsewhere. But the city wants as large a percentage as possible of its new population to stay. This is another reason for the Workpile Project. One of the jobs of the unions will be to acquaint members with the post-war project and its opportunities, and to help in the re-allocation of man power and woman power as shifts from war to peacetime enterprise get under way.

Voluntary Sales Rationing

There is one interesting problem which is being tackled as this is written: the method of distributing the business and service leads, so as to protect individuals from excessive sales pressure, and at the same time to maintain the principle of competitive bidding. This is an important consideration in the contracting field.

As Mr. Bowes puts it: "No business man with something to buy or a job to give, wants to be solicited by everyone in the field who has those goods or services to sell. We are working out a plan whereby a limited number will bid on each job."

The plan amounts to a kind of voluntary sales rationing. Mr. Bowes hastens to add that there will be "no inside track" on potential business; that the leads will be open to every interested person; and that membership in the Chamber has nothing to do with the access to leads or the operation of the Workpile Plan.

Early in April, the first general Workpile meeting was held, with 80 representatives of business and labor present. The next meeting is scheduled for early in May, and 120 representatives now getting into action will be invited. The ultimate participation will be about 200, which covers the fields of enterprise in this city.

The retail merchants' bodies are in full action and "cooperating right down the line," says Mr. Bowes. "Within a month we expect that their outlines will be in." The merchants, retailers, and service businesses, are cooperating because they believe in the objectives of the plan. The attitude of this business group is: We don't look for specific leads. Just keep the population working and our group will profit.

The war has taught all business one truth known only theoretically before in most quarters: if working men and

SALES MANAGEMENT

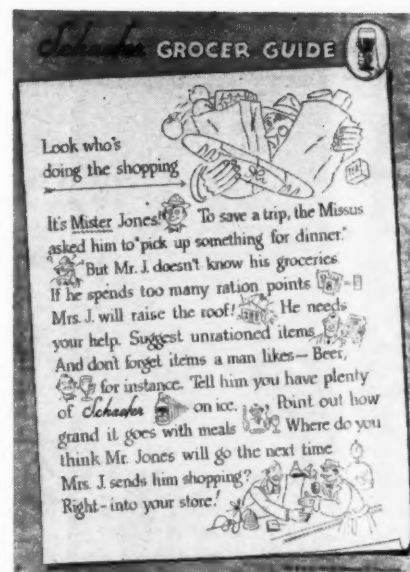
women have money to spend above subsistence, *they'll spend it without being asked.* The difficulty is to keep them from spending it, as anti-inflationists realize all too well today. San Francisco business men are facing the implications of this obvious fact in a concrete way with an attempt to keep people working and earning enough money to spend it on things they *want*, as well as on things they *need*.

Mr. Bowes sums up the objectives of the Workpile Plan thus: "It will 1. Maintain a reasonable level of business during the slack of the first year following V-Day. 2. Maintain manpower in San Francisco, since it will keep the workers working and give them money to spend. 3. Lift the face of the whole city, which, like every place right now, must put up with deterioration and shabbiness till we can shift again to peacetime construction. 4. It will start each business, large and small, to thinking about a plan for itself for the post-war year."

"Big business," Mr. Bowes com-

ments, is going pretty thoroughly into post-war planning, but the small local merchant and businessman has a tendency not to look far ahead. Yet he is the backbone of America. As the Workpile Committee leaders see this small merchant and businessman, he is the one, in all his numbers, who can most effectively help in tiding the nation over its transition from war to peacetime enterprise. Because of the importance of the job which is being undertaken, the best man in each field is being called upon to represent his group. As Mr. Ingold puts it: "We want every committee to work with the best man in labor and industry for this is a plan mutually beneficial to labor and industry."

(If you'd like to have a copy of the four-page folder issued by the San Francisco Chamber of Commerce explaining the "Workpile" plan and outlining the procedure for group chairmen in the various industries, write direct to Mr. Bowes at the Chamber's office in San Francisco.—The Editors.)



Schaefer ad series in *Grocer-Graphic* points out opportunities for retail grocers in wartime buying restrictions, including opportunities to sell more Schaefer beer. Ad illustrated takes note of increased shopping by men as a phase of the transportation problem. Mr. Jones doesn't know his groceries, copy reminds dealers, "He needs your help."

Campaigns and Marketing

The Niagara Frontier

Newspapers have furnished numerous interesting examples of the use of advertising to help solve the manpower problem. Individual companies have not only set new patterns for classified advertising, making those columns almost as interesting as news copy, but have converted their institutional ads into large-space "Help Wanted" pleas. Now comes a joint campaign, sponsored by the Buffalo Chamber of Commerce, war industries and labor organizations in that area, to recruit 70,000 new employees for war plants on the "Niagara Frontier" and "to provide a voice whereby management and labor could talk directly to the public on a variety of subjects pertinent to western New York's war effort."

Buffalo is the metropolis of one of the country's leading war production centers. Plants in this area produce steel, fighter planes, guns, shells, marine engines, boats and parachutes. Along with manpower shortages a host of new management problems followed the rapid expansion of the Frontier's war industries — getting more women into war work, explaining plant policies and procedures to the public, boosting employee morale, cutting down absenteeism, preventing accidents, etc.

Under the leadership of the Chamber of Commerce, representatives of management and labor organizations met and agreed on a paid publicity campaign to promote a better public understanding of the area's part in the war effort. They decided on a plan and a budget. Later a committee was appointed to determine copy themes and approve advertisements.

First ad in the series tied in with a local drive to enlist 30,000 women workers. Copy, which was based on a broad definition of a war job, told women they were wanted for all types of work in war plants, restaurants, stores, offices, hospitals . . . as bus drivers . . . "anywhere that will contribute directly or indirectly to America's war effort."

The ads, 7 columns wide, appear at two-week intervals in 5 Buffalo and Niagara Falls newspapers. One of them attacked absenteeism; another painted a rather unpleasant picture of work in heavy industries, calling upon women who weren't "afraid to work" to join up for man-size jobs as car loaders, crane operators, oilers, shovelers, etc. Others struck at rumors and the misconceptions of a misinformed public. One ad, for example, explained that a "standee" watching a man operate a machine was more likely to be a new hand learning the ropes than an idler. Another, calcu-

lated to quiet talk that some plants were laggards, pointed out that the area's industries, despite manpower and materials shortages and despite the fact that many plants were turning out products they had never made before, had increased production more than fourfold since 1940. A future insertion will show "How our war industries spend the dollars they are paid." All units carry the running head: "Let's win this war together . . . quickly."

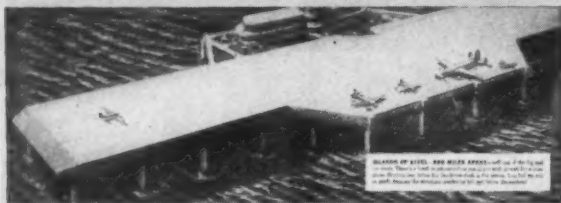
Each ad is offered in reprint form for posting throughout war plants in that section. The series has been copyrighted by the Buffalo Chamber of Commerce, but will be made available to interested groups in other sections of the country. Landsheft, Inc., Buffalo, is the agency.

Stress on Womanpower

By early fall the draft will have drawn so heavily on the Nation's supply of manpower that it will be necessary to increase pressure on women to take war jobs outside the home. The need will be so great that every woman over 18 years living in a critical labor area, including mothers of children over 14, will be urged to seek employment immediately.

Surveys conducted by the Office of War Information and the American Institute of Public Opinion indicate that public acceptance of this necessity has failed to develop apace with

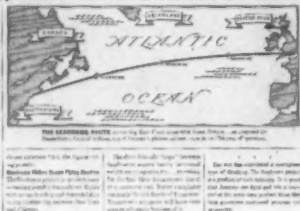
Pennsylvania-Central Airlines projects SEADROME ROUTE TO EUROPE



New Air Bases for America! The practical answer to transatlantic flying... stepping stones of steel to be built with private capital. Open to all Companies... all Nations.

PCA files application with Civil Aeronautics Board

Planning Activities
The new air bases for America... stepping stones of steel to be built with private capital. Open to all Companies... all Nations.



The ARMSTRONG SEADROME
Designed by Edward R. Armstrong
world-famous construction engineer
SPONSORED AND TO BE CONSTRUCTED BY
SUN SHIPBUILDING & DRY DOCK CO.
AND OTHER GREAT AMERICAN INDUSTRIES

Revolutionary but practical, say Pennsylvania-Central Airlines of their plan to establish floating islands of steel at 800-mile intervals between this country and Britain. Seadromes will have complete airport, probably hotel facilities. Advertising the plan as a product of courageous American thinking stimulated by the war, P-C cites several advantages that will flow from it—increased carrying capacity of planes, lower fares, quickening of international commerce.

the gravity of the problem. 20% of all men interviewed said women were not needed in war jobs; 40% of the men in non-war jobs made the same response. When asked if they would be willing to take a job in a war plant, 40% of the women said "no," 40% "yes," 17% "yes . . . if," and 3% had no opinion.

To overcome this resistance, the OWI has outlined plans to enlist the support of national and local advertisers in an educational campaign scheduled for the month of September. Every medium will be used—radio, magazines and newspapers (including the Negro, foreign language and labor press), farm papers, employe publications, car cards and outdoor, motion pictures, meetings and bulletins to churches and other organizations. One of the features signaling the opening of the campaign will be a portrayal of women at work on the front covers of more than 35 national magazines.

The Advertising Council is cooperating with OWI and the War Manpower Commission in developing local and national aspects of the program. J. Walter Thompson is the volunteer agency.

A major aim of the campaign will be to correct a prevalent notion about what constitutes a war job. Much of the publicity to date has urged women to seek jobs as riveters, welders and in other heavy industry occupations. Copy will point out that work in necessary civilian services, such as communication, transportation, department

stores, hotels and restaurants, is a war job, especially since it permits the release of workers in these services for war plant jobs and since these services are essential to people on the production front.

Background information for advertisers includes a booklet which analyzes the problem and sets down a basic copy program. Another booklet, in preparation, will show advertisers how they can tie in with the campaign. A new womanpower symbol, designed for use in all ads devoted to the theme, may be obtained from OWI's Office of Program Coordination or from the Advertising Council, 60 E. 42 St., New York City.

Keep America Marching

With a theme based on the relation between foot health and efficiency in practically all types of work, the Mennen Co. is using more than 50 magazines and newspaper supplements to tell the public about Quinsana, "the new success over athlete's foot" that "helps keep America marching." Copy will run, with frequent insertions, every month until the end of the year.

The ads, which will dramatize the results of tests made with Quinsana in thousands of cases of the disease, stress the importance of foot care as a curb on absenteeism and inefficiency, and feature a two-way treatment for the relief and prevention of infection. Copy will point out that Athlete's Foot is a threat to the war effort since it "infects over 70% of all adults,

including war workers, some time during the year." Each ad will carry the newly adopted seal of the National Association of Chiropodists, which is built around the slogan "Keep America Marching."

In promoting the campaign to retailers, the company cited the product's record since first introduced in 1941, told how sales volume had tripled in '42 and gave six reasons why sales should chalk up new records this year. The reasons were: (1) Millions more people working; (2) Billions more consumer income; (3) Millions more marching feet; (4) Longer hours—more foot trouble; (5) More advertising—with a terrific wallop; (6) Endorsed nationally by chiropodists. H. M. Kieswetter Advertising Agency, New York City, places the account.

75,000 Quartermasters

Quality Bakers of America have started a huge drive to mobilize their 75,000 grocer customers in active support of the Government's nutrition program. The grocers are being asked to further the program's aims by agreeing to distribute nutrition news and aids to their customers. Each grocer who pledges his help receives a seal, for posting in his store, designating him as a Home Front Quartermaster. Material for distribution is being supplied by Quality Bakers.

The grocers are being canvassed by QB salesmen, who had previously been instructed in all necessary phases of the subject by an 8-lesson study course. At the completion of the course each salesman was required to take an examination, and if he answered the questions satisfactorily he received a certificate of merit. Previously regional schools had been set up in various cities and sales directors in those territories were invited to participate in the sessions, in which the details and significance of the program were discussed.

The drive embraces five phases, each backed by newspaper, radio and supplementing advertising, each centering around the distribution of a particular unit of the campaign material. The advertising has been prepared by Quality Bakers, but runs over the name of the local grocer; in the newspaper copy names of grocers who have pledged their support are listed. The first unit distributed was a "Victory Food Guide and Daily Nutrition Calculator." All the material stresses consumer cooperation with the nutrition program, and carries copy highlighting the importance of enriched bread in Victory-diets.

SALES MANAGEMENT

Sunkist to Carry on Advertising; Seek to Convert Non-Users

The California Fruit Growers Exchange is angling its promotion toward helping dealers to do a better job of merchandising fresh fruits and vegetables generally, especially emphasizing what the retailer can do to ease the problem of manpower shortage.

TAKING the short view—why should "Sunkist" oranges be advertised at all this summer, with not enough of them to meet demand?

The navel crop is 40% short. More surprising, lemon sales are up 23%, biggest in history. This is difficult to explain—what with the lemon an accessory product. General prosperity seems to be the reason.

Keep the trademark alive?

Taking the long view, California Fruit Growers Exchange directors met recently in Los Angeles, and after considering all angles, set the advertising appropriation at the highest rate per box suggested.

California fruit growers always have taken the long view. Through the years, their grower-members have backed them up, paying the assessment on each box which makes up the advertising fund.

Bulk Displays Sell More

Most significant fact which was revealed at this board meeting was, that a policy adopted several years ago, and strongly supported in 1942 advertising, proved to be in the groove of Government food conservation policy.

To sell oranges, lemons and grapefruit, it is necessary to seek retail outlets in markets which have active fresh vegetable and fruit departments.

To promote such departments, the exchange has long furnished plans for display racks, and sent its field men to arrange the cabbage, tomatoes and peaches, as well as the oranges.

Many retailers imagine that fresh produce requires a lot of labor for building neat pyramids. But Exchange field men show them how bulk displays actually sell more than just pyramids. Bulk display gives an impression of an abundance of produce, and suggests moderate prices. There have been cases where the same oranges, offered in a bulk display at one store, competing with a pyramid at another store, have sold better, and at a cent or two more per dozen.

Foreseeing the rationing of canned foods, and reduction in consumption of meat, the Exchange last year urged

food retailers to build up active produce departments, to make up for lost business in other lines. It issued a manual showing how to build display racks of various types, and how to arrange displays which sell. The printing order for 15,000 seemed ample, but several more editions were needed to supply jobbers and retailers who sent in for the manual.

When Russell Z. Eller, advertising manager of the Exchange, went East in February to attend the Government-Food Industry meeting, it was found that this policy of promoting a group of food products was one which the Government had found it necessary to adopt, as a partial solution of the shortage problems. On his return home, advertising plans were laid to promote fresh vegetables and fruit in periodicals, and to furnish retailers with display material which stressed other produce first, "Sunkist" fruit second—but of course, a *strong* second!

And that's something which never has been known before, in "Sunkist" advertising. But there is a "pay-off" even in normal times, because oranges and lemons are in the market all year 'round, and an active produce department always has them, and makes them leaders.

The food retailer's most pressing problem today is, difficulty in getting help. The manual which urges him to build up his produce department was planned around the manpower shortage, and he is shown how to sell produce with the least service, with green hands, to sell right out of crates and boxes, if necessary.

To foil the manpower shortage, dealers are urged by Calif. Fruit Growers to carpenter their own bulk display stands, to make self-service easier. This one cost the dealer only \$18—but the Sunkist lithographed posters provided to cover up the "home-made look," put punch and sales appeal into the merchandise.

Also, if racks have to be built (carpenters are scarce, lumber and hardware scarcer), he is shown how to build them himself, with crates and box lumber, using lithographed display material supplied by the Exchange to cover up amateur carpentering.

In ten of the largest cities, there are still that many field service men—all who are left from a force of several times as large. They manage to cover many markets in a day, arranging displays for retailers. For the dealers in smaller cities, right down to country crossroads, there is an increased amount of printed matter, especially the manual, and the monthly "Sunkist Merchandiser." Manuals are being prepared to show soda fountain and restaurant management how to sell more fruit, to help overcome shortages of other produce.

Keyed to Changed Market

This 1943 summer campaign is keyed to a changed market situation.

In normal times, the national orange market consists of four groups of consumers:

1. Steady users of oranges, especially for the daily glass of juice. It is reckoned at 1,000 oranges a year per capita.
2. Irregular users who probably consume 300 to 500 oranges yearly, and who are regarded as the best prospects for new steady users.
3. Occasional users, who still regard the orange as a semi-luxury, and buy less than the 100 per capita which is the national yearly consumption.
4. Non-users who lack either buying power or appreciation of the health value of oranges.

But today, what with war work and high wages, these No. 4 consumers have the buying power, and they unquestionably are responsible for the largest increase in consumption of oranges, and probably lemons.

Mr. Eller believes that advertising now can build future markets by converting these No. 4 consumers into steady customers.





Now that you have gotten your teeth into the solid meat of SM's special Survey of Buying Power issue (May 10), you may be ready for a slice of apple pie or even lemon. And never mind the cracks about that piece of "cheese" on the side. However, keep the Survey issue where you can refer to it often. It is the latest compendium of buying-information available, and required reading for marketing executives in these tremendous times.

* * *

Here is one of the lesser-known sayings of Mark Twain which ought to be worth pasting in *any* hat: "Let us endeavor so to live that, when we come to die, even the *undertaker* will be sorry."

* * *

Stopper by Station WMT: "The \$6,400 Question."

* * *

Writes Pittsburgh's Louise Surgison: "Would this be too facetious a slogan for the Red Cross Blood Banks: 'Get Your Blood in Circulation'?" I don't think so. Anything that will induce people to contribute plasma is worth trying.

* * *

The late J. Pierpont Morgan wrote something years ago that well might serve now as his epitaph: "I do not remember that, in my whole life, I ever wilfully misrepresented anything to anybody at any time. I have never knowingly had connection with a fraudulent scheme. I have tried to do good in this world, not harm, as my enemies would have the world believe. I have helped men and have attempted in my humble way to be of some service to my country."

* * *

Add similes: "As ungrammatical as Mother Goose." And: "As junky as the family medicine-cabinet."

* * *

I have always been intrigued by the gag-names which celebrities give to their country houses. Here's one I would have liked for a certain composer: "Haydn Place."

* * *

Fowler, the eminent authority on English, says the past tense of "hamstring" is "hamstrunged," and not "hamstrung." With this brief

preface, I think I'll do another quickie on the seller's market.

* * *

Why This Little Pig Wasn't Hamstrunged. You remember the Three Little Pigs, surely. One built his house of straw. The second built his house of sticks. But the third (a perspicacious porker, I *must* say) built for *permanence* . . . with bricks and mortar. When the big, bad huffer-and-puffer came, he not only wasted his breath but wound up in a pot of wolf stew.

The moral? It's quite obvious. Advertise now and continually in the essential publications of your craft. When the next armistice blows down the war-built seller's market, your brand-name and your goodwill and your customer-contacts will then be safe from adverse winds. This makes sense, even though your plants now may be running full tilt on war-work.

* * *

"Is your dog a fussy eater?", asks Kasco Dog Food. This is no time to be fussy about food, Butch.

* * *

Neology Dept: "Hello, Frisco, Hello" is billed as a "musicalulu."

* * *

"A Champaign (Ill.) Subscriber," who offers no further identification, writes to ask if I have heard the name of the Greek-letter society a certain movie idol belongs to: "Rapa Dama Day."

* * *

Joe Wogan, Bailey's Ice-Cream Stores, Burbank, Cal., won first prize in a *Soda Fountain* (magazine) contest with this recipe for "The Tarred & Feathered Jap:"

- 1 oz. chocolate syrup (represents the tar)
- 1 tsp. coconut (for the feathers)
- 1 No. 24 and 1 No. 20 scoop lemon ice-cream. (This ice-cream is yellow and represents the Jap).
- 1 little cinnamon red hot (the nose).
- Sprinkle of nutmeg (for the military hair-cut).

* * *

"Don't forget to get a bunch of bonds, to buy a bunch of bombs, to bomb a bunch of bums!"—*The Management Review*.

* * *

At the blood-bank this morning, an associate pulled a nifty. "They ought to call this the Red Cross Tap-Room," he said.

MOHANDAS GANDHI

O little man of India,
We wonder what gets into yuh!
That anyone of ruling caste
Should make a periodic fast,
While here, at every corner store,
We scheme to get a little more.
Pictures show you getting thinner
Every time you skip a dinner.
Now *if* you don't care *how* you look,
We'd like to have your ration-book.

* * *

No, Tessie; "Potage Mongole" doesn't necessarily mean that the Chinese are "in the soup."

* * *

Neatest Trick of the Week: The stenciled admonition on a paper-board box: "Keep away from heat and cold."

* * *

Some of our readers have been knocking themselves out trying to find a good gag-name for the Lady Leathernecks. We have had "Femarine," "Sub-Marines," and "Ultra-Marines," to mention a few. I may be wrong, but I don't think we've hit it yet.

* * *

Timely parody in the *Bell Telephone News*: "Absence makes the war grow longer!"

* * *

Speaking of the telephone, you will do yourself and Uncle Sam a favor by laying-off unnecessary calls . . . by limiting necessary calls to the fewest possible minutes. Every call, even your gab-fest with a neighbor, has to go through a switchboard. Silence is especially golden in war-time. Before you lift the receiver, ask yourself if it's really important. **WAR NEEDS THE WIRES!**

* * *

"What Smokers Want Chesterfields," reads an unpunctuated poster in our local rattler. I'll bite. What smokers want Chesterfields?

* * *

Stopper by Van Heusen Shirts: "Give your neck a break!"

* * *

The column salutes a long-time contributor, Beau Beals, now in the U. S. Army. Married 8 to 10 years before Pearl Harbor, with an adopted son, he had already given 4 pints of blood to the Red Cross. When he was reclassified 1A, this lad went cheerfully. He will not wince when he reads that subhead in *Time*: "This Little Pig Stayed Home."

* * *

Jim Morrow tells about the gal who went out with a Marine and observed: "Chase & Sanborn's coffee ain't the only thing that's fresh when it's dated."

T. HARRY THOMPSON

SALES MANAGEMENT

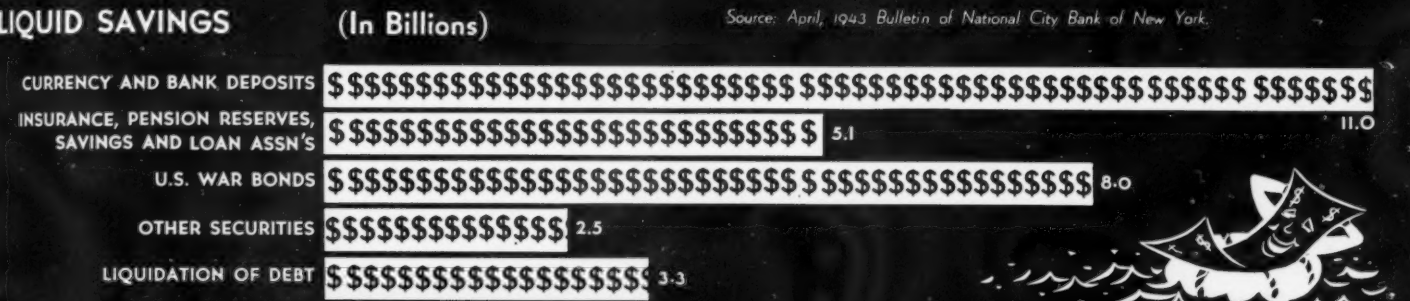
Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

FOR YOUR POST-WAR COMMITTEE TO CHEW ON

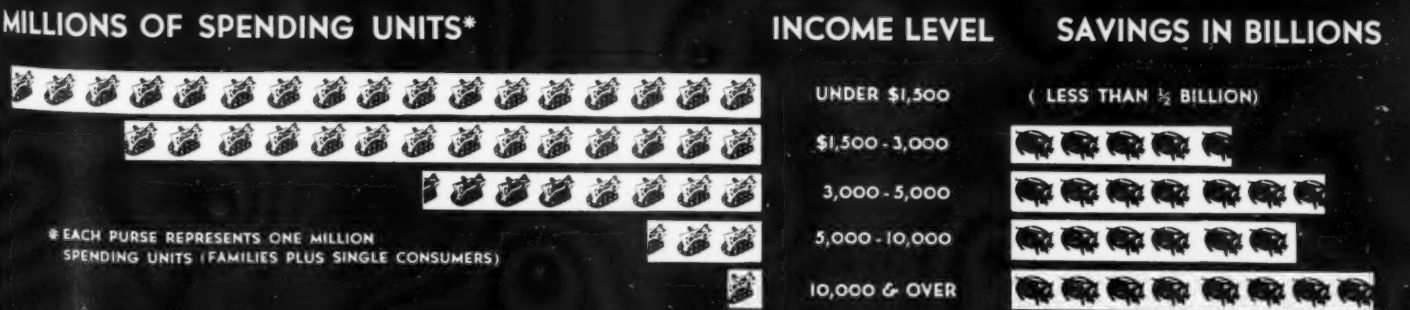
Total savings by individuals in 1942 totalled \$38.2 billions, according to the National City Bank of New York. This figure, somewhat higher than government estimates, includes "non-liquid savings." This is how the 1942 savings total adds up:



SAVINGS GREATEST IN HIGH-INCOME GROUP

Government estimates (OPA) put the liquid savings total for the country's 41,200,000 "spending units" (families plus single consumers) slightly lower (25.4 billions) than the National City Bank.

By income levels the savings were divided:



Source: "Civilian Spending and Saving, 1941 and 1942" the O.P.A., March 1, 1943.



MODERN MAGAZINES



**leads all magazines
in newsstand sales INCREASE ***

NEWSSTAND SALES			
MAGAZINES	JULY-DEC. 1942	JULY-DEC. 1941	CHANGE
SCREEN ROMANCE MAGAZINES			
MODERN MAGAZINES	1,893,351	1,259,426	633,925
Group "B"	2,426,223	2,326,239	135,984
" "C"	3,010,990	2,654,426	356,564
" "D"	535,827	495,667	40,160
Mag. "A"	1,439,149	979,888	459,261
" "B"	306,237	296,556	9,681
WOMEN'S MAGAZINES			
Mag. "A"	1,001,523	929,563	71,960
" "B"	1,581,531	1,565,820	15,711
" "C"	1,734,268	1,706,648	27,620
" "D"	1,084,940	1,068,780	16,160
GENERAL MAGAZINES			
Mag. "A"	675,932	510,652	165,280
" "B"	801,385	722,526	78,859
" "C"	659,417	438,875	220,542
WEEKLY MAGAZINES			
Mag. "A"	727,776	940,282	-212,506
" "B"	508,158	828,757	-320,599
" "C"	960,677	1,090,359	-129,682
" "D"	341,866	209,090	132,776
PICTORIAL MAGAZINES			
Mag. "A"	2,436,078	1,995,140	440,938
" "B"	1,235,382	1,053,550	181,832

Source: A. B. C. Publisher's Statements

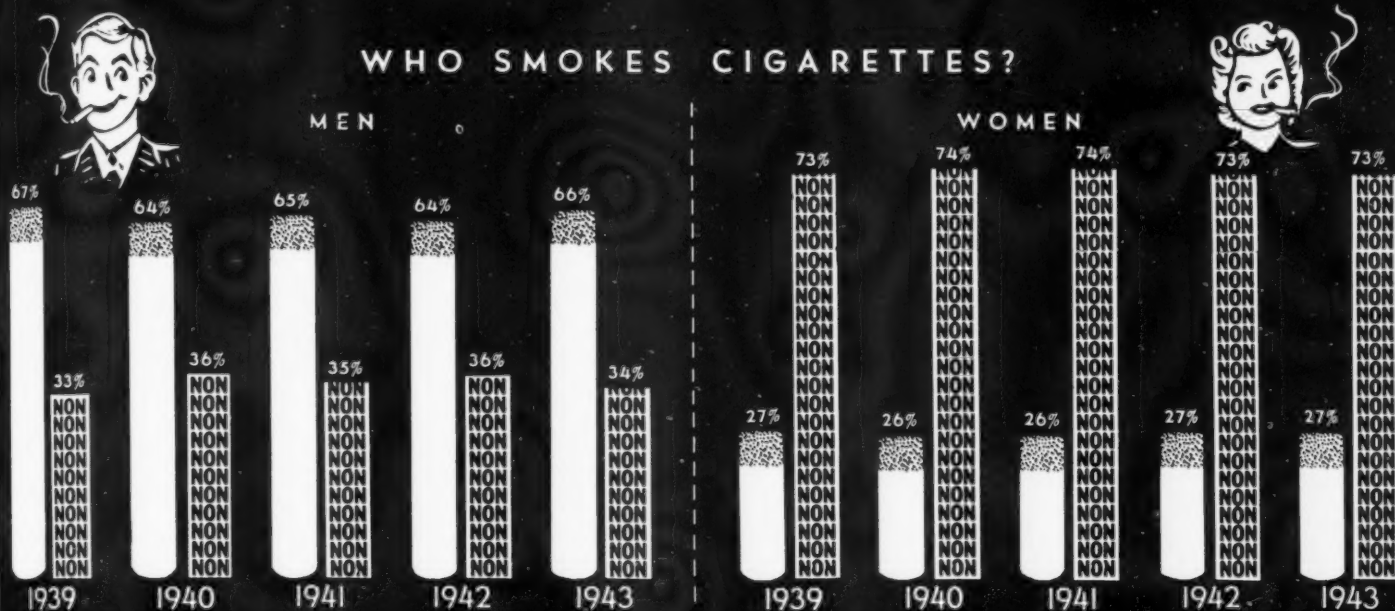
*** All 182 A. B. C. member publications are included.**

Modern Magazines Total Net Paid Circulation over 2,700,000

PUBLISHED BY DELL PUBLISHING CO., INC., 149 MADISON AVENUE, NEW YORK, N. Y.

HAS USE OF TOBACCO BECOME STABILIZED?

Two things stand out in a study of 5-year trends of cigarette smoking in the Milwaukee market: (1) the percentage of users is slightly lower today than in 1939 among men and women combined, and (2) the highest degree of usage is among people of the lower income brackets. Among men, 73% of those in low-income groups are cigarette smokers, and only 57% among men in the top bracket; among women the comparable percentages are 30 and 27.

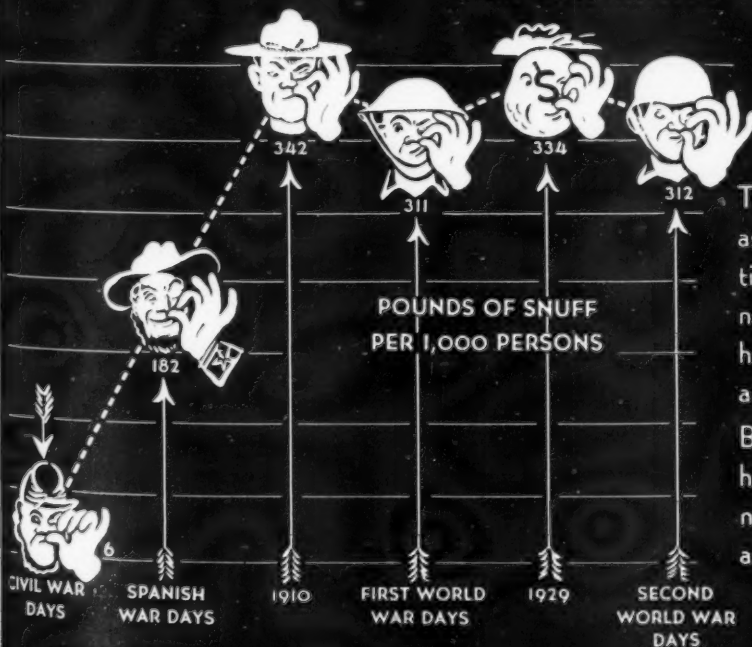
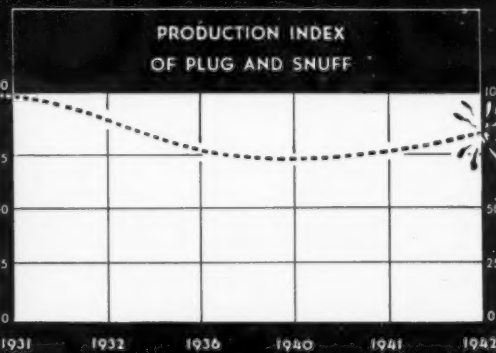


PICTOGRAPH BY
Sales Management
5-20-43

Source: 20th Annual Edition, *Consumer Analysis of the Greater Milwaukee Market*, the Milwaukee Journal

"NO SMOKING" SIGNS STIMULATE SNUFF SALES

Where fire hazards require a ban on smoking, men are turning to plug, twist, fine-cut chewing and snuff. Production of these items reached an all-time high in 1931 at 188,290,061 pounds, then started to skid. Taking 1931 production as 100, the trend has been:



Though the eighteenth century is commonly regarded as the snuff era, annual output to-day equals 500 times the amount produced in 1790. Snuff users do not fit into any classification. Factory workers, farm hands, college professors, ball players and bishops are among the sniffers, dippers or chewers.

But when snuff production - which last year hit a new high at 41,160,926 pounds - is put on a basis of annual number of pounds per 1,000 persons, the record shows a falling off from the 1910 high.

PICTOGRAPH BY
Sales Management
5-20-43

Sources: Wall Street Journal and Department of Commerce



HAVE YOU CHECKED THIS HELPFUL MATERIAL AGAINST YOUR CURRENT ADVERTISING PROBLEMS?

This Review of A.B.P. Services Will Help You Re-evaluate Useful Data That's in Your Files, or Available from Ours



"A GUIDE TO EFFECTIVE WAR-TIME ADVERTISING"

195 pages of ads, analyses, and testimony, demonstrating how effective peace-time advertising principles are being applied to war-time advertising problems . . . the importance, today, of making

business paper advertising more useful, informative, and specific than ever.

... AND THREE SUPPLEMENTS TO THE "GUIDE":

- 1 A company head explains why his organization runs four war-time advertising campaigns where one sufficed before the war. (Interview with Charles Stilwell, President of Warner & Swasey Company.)
- 2 The report of a field study among retailers in many lines, exploring their war-time problems and the kind of information which they state will help them today. (The clue to consumer-goods advertising that will earn the goodwill of retailers and distributors during these trying times.)
- 3 A collection of war-useful advertising that demonstrates the increased fruitfulness of copy based on current field work. (Including the statements of advertising managers, describing the kind of field work done and how it helped improve the effectiveness of the copy.)

ONE ADVERTISING MANAGER'S OWN "WAR ALBUM"

"We No Longer Need to Advertise . . . If—"

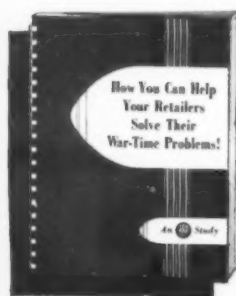
It is the best example we've seen so far of a simple way to show company heads, specifically, and by example, why they should authorize advertising expenditures today. This replica

of a simple presentation prepared by Richard Hayes, Advertising Manager of the Okonite Company, is a most practical pattern for the advertising man who's faced with the problem of demonstrating why his company should keep on advertising at a time when it has "nothing to sell."



SPECIAL REPORT TO CONSUMER-GOODS MANUFACTURERS. "How You Can Help Your Retailers Solve Their War-Time Problems!"

Some consumer-goods manufacturers have found ways to convert their merchandising paper advertising to war-usefulness just as effectively as they have converted their plants to war production. This booklet lists war-time problems that retailers told us about; shows, by example, how consumer-goods manufacturers are publishing the kind of helpful information that will unquestionably give them a competitive advantage after the war. Also reports Treasury Department attitude toward war-time advertising tax deductions.



THREE LEAFLETS

- 1 "How to Advertise Profitably Today"
- 2 "Useful Advertising Needs No Defenders"
- 3 "Advertising That Works Today Builds Future Business, Too"

The first explains how some advertisers are capitalizing on the same opportunity to transmit *useful* information that editors enjoy today; the second describes the kind of advertising that is useful to so many people that it establishes its own worth; the third shows how one "oversold" producer is insuring post-war business by using his advertising to lick today's problems first.

"INTENSIVE ADVERTISING" By John E. Kennedy

Yes, this was reprinted by A.B.P. two years ago. *But it was almost forty years old then!* Today there is a practical war-time application of the same fundamental principles which Mr. Kennedy described so interestingly and forcefully in this helpful booklet. We have but a handful left. They are available to those who ask first. However, close to 10,000 advertising men have sent for copies over the past two years. This reminder is intended chiefly for them.

Have you gotten a lift, lately, from the vigorous thinking of this "advertising immortal" who did so much to replace "guff" in advertising with "printed salesmanship"?



"HOW I HAMSTRUNG MY ADVERTISING AGENCY"

This confession of an advertising manager who found out how to get a real money's worth from his agency's copy-writing skill is mighty good medicine today when manpower shortages in agencies and advertising departments accent the need for better understanding and cooperation.



"MR. PRESIDENT: MEET YOUR ADVERTISING MANAGER"

This startling booklet, in the nature of a private consultation on the sort of a man the advertising manager is; what he is really worth; and how to get the most out of him, is addressed to top management. At a time when management is prone to misunderstand the war-time uses of advertising, a better understanding of the potential of his advertising manager and advertising department would certainly be all to the good.




A.B.P.'S SPEAKERS BUREAU

Headquarters staff, and member publishers who have volunteered their services to the Speakers Bureau, stand ready to address advertising groups, executive groups, or individual company meetings. Talks based on actual case histories illustrate the fundamental principles that make business paper advertising pay, and demonstrate practical ways to explain war-time advertising to company heads.



Due to transportation difficulties and reasonable budgetary limitations, this service must generally be restricted to readily accessible localities. However, if you have any such need, drop us a note and we'll see if we can't work something out.

A.B.P. MEMBERS WANT TO HELP, INDIVIDUALLY, TOO

Each separate business paper, belonging to A.B.P., backs this effort to help advertisers get more for their money in two ways: (1) Through financial and personal support of the Association activity; (2) By helping each advertiser in his own field apply these sound advertising principles specifically to copy addressed to the specific business audiences concerned. In their Standard Rate & Data listing they are identified by this symbol .

Call on them—they want to help. Many of them have prepared special material reporting the kind of information their particular readers say they hope for when they turn to the advertising pages.

THIS A.B.P. MATERIAL IS HELPING THOUSANDS OF ADVERTISING MEN DO THESE 7 THINGS:

- 1 Explain war-time advertising to company heads.
- 2 Show how war-time advertising conserves manpower.
- 3 Establish the importance of good advertising men today.
- 4 Show how others are using advertising to help solve a wide variety of war-time customer-relations problems.
- 5 Demonstrate the need for current field work, upon which war-time advertising must be based to be most fruitful.
- 6 Explain who reads business papers, and why; and what those fundamentals mean to business paper advertisers.
- 7 Improve management's understanding of the true potential worth of good advertising managers and good agency service.

THIS MATERIAL WILL DO NO GOOD COLLECTING DUST!

20,000 advertising men have sent for 31,000 copies of A.B.P. material. But a recent field study indicates that many have *forgotten they own this valuable data!* That's quite understandable, today. However, since thousands of ad men are getting a tremendous amount of help from this material right now, wouldn't it seem worth a few minutes time to dig out your copies and review them? Use the coupon for those which you can't find, or never received. All are free.



WHY IS A.B.P. DOING THIS?

Because The Associated Business Papers is "a national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment."

It is a matter of record that *successful* advertising usually means *more* advertising. Then, too, helping advertisers increase the informative usefulness of their copy is a service to our readers.



Ad Men Term A.B.P. Material "Practical", "Useful"

"The most helpful material of its kind that has ever come to my attention. It will be kept as a permanent working tool in my department. Nor will the end of the war end its usefulness in generating ideas for better advertising."—*Advertising Manager in Waco, Texas.*

"Very helpful—good suggestions for copy slants to present to clients who have little to sell under these war conditions."—*Agency man in San Francisco.*

"The strongest, most human, most sincere collection of advertising copy ever presented."—*President of an advertising agency in Chicago.*

"An education in how to surmount the difficult war-time problems. I have already put to good use a number of the ideas with which this work is so well packed."—*Agency man in Philadelphia.*

"Full of sound, practical stuff that ought to be darn helpful to a whole lot of ad managers who have war-time advertising problems on their hands."—*Advertising Manager, Los Angeles, Cal.*

THE ASSOCIATED BUSINESS PAPERS

205 EAST 42nd ST., NEW YORK CITY • CALEDONIA 5-4755

Note New Address

THE ASSOCIATED BUSINESS PAPERS

Dept. 12, 205 East 42nd Street, New York, N. Y.

Please send me, without obligation, my FREE copies of the A.B.P. Advertising Aids checked below

- | | |
|---|--|
| <input type="checkbox"/> "A Guide to Effective War-time Advertising" | <input type="checkbox"/> "One Advertising Manager's Own 'War Album'" |
| <input type="checkbox"/> Three Leaflets | <input type="checkbox"/> "Intensive Advertising" |
| <input type="checkbox"/> "How You Can Help Your Retailers Solve Their War-time Problems!" | <input type="checkbox"/> "How I Hamstrung My Advertising Agency" |
| <input type="checkbox"/> "Mr. President: Meet Your Advertising Manager" | |

Name _____

Position _____

Company _____

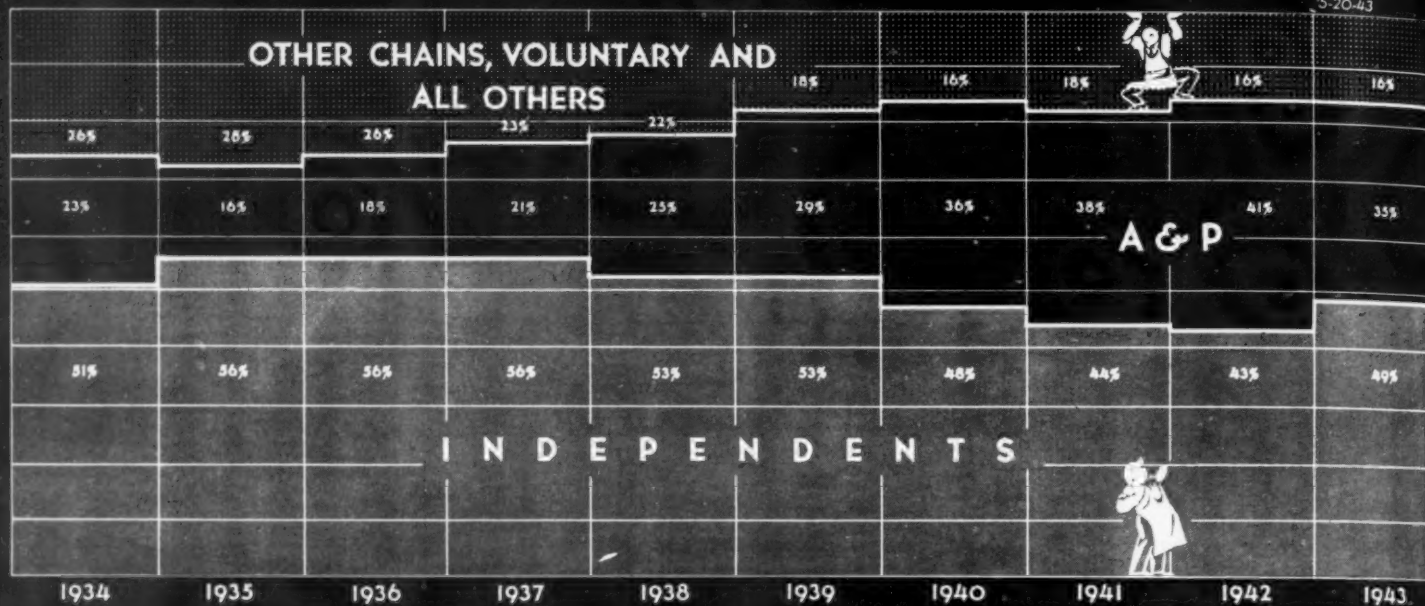
Street _____ City & State _____

INDEPENDENTS GAIN AT EXPENSE OF FOOD CHAINS

Signs around the country in 1942 pointing to an increased percentage of the nation's food business going to the independents were confirmed in *Milwaukee Journal's* 20th Annual Consumer Analysis.

Here is the Milwaukee pattern of grocery buying over a 10-year span.

PICTOGRAPH BY
Sales Management
5-20-43



Source: *Milwaukee Journal*

MARRIAGES NOW FAIRLY STEADY THROUGHOUT YEAR

In the relatively normal year of 1939 the monthly marriages ranged percentage-wise from a low of 5.6 in February to a high of 11.9 in June, or a range of 6.3.

Last year marriages jumped 11% from the high 1941 year and the range between the high and the low month was only 3.3%.

Two thirds of the 1,800,000 brides of 1942 were married to service men. Huge buying volume will accompany Post-War home-making.



HOW 1,800,000 MARRIAGES WERE DIVIDED BY MONTHS



PICTOGRAPH BY
Sales Management
5-20-43

Source: *Jeweler's Circular-Keystone*, April, 1943



keep your eye on MUTUAL

IT TAKES EYES as well as ears to keep up with a network that's rising as rapidly as Mutual. From reception room to president's chair — this is the network that's *new*. With better studio-audience facilities in the key cities and better parlor-audience facilities in the rest of the country — this is the network that bears watching. And here are some of the advertisers who have kept an interested eye on the new Mutual, liked

what they've seen, and launched these programs, all in the first four months of 1943:

KELLOGG COMPANY, with "Superman" starting in January . . . LUMBERMENS MUTUAL CASUALTY CO., with Upton Close starting in February . . . SINCLAIR REFINING CO., with "Confidentially Yours" starting in March . . . CONSOLIDATED RAZOR BLADE CO., with "The Better Half" starting in April . . . LEHN & FINK PRODUCTS CORP., with "Take A Card" starting in April . . . PETRI WINE CO., with "Sherlock Holmes" starting in April . . .

★ ★ ★

Lots of important eyes are focussed on Mutual these days — and so are plenty of ears: we regularly serve eight out of every ten ears in America.

THE MUTUAL BROADCASTING SYSTEM

MAY 20, 1943

[35]

FARM PURCHASING SOARS ABOVE 1929 TOP

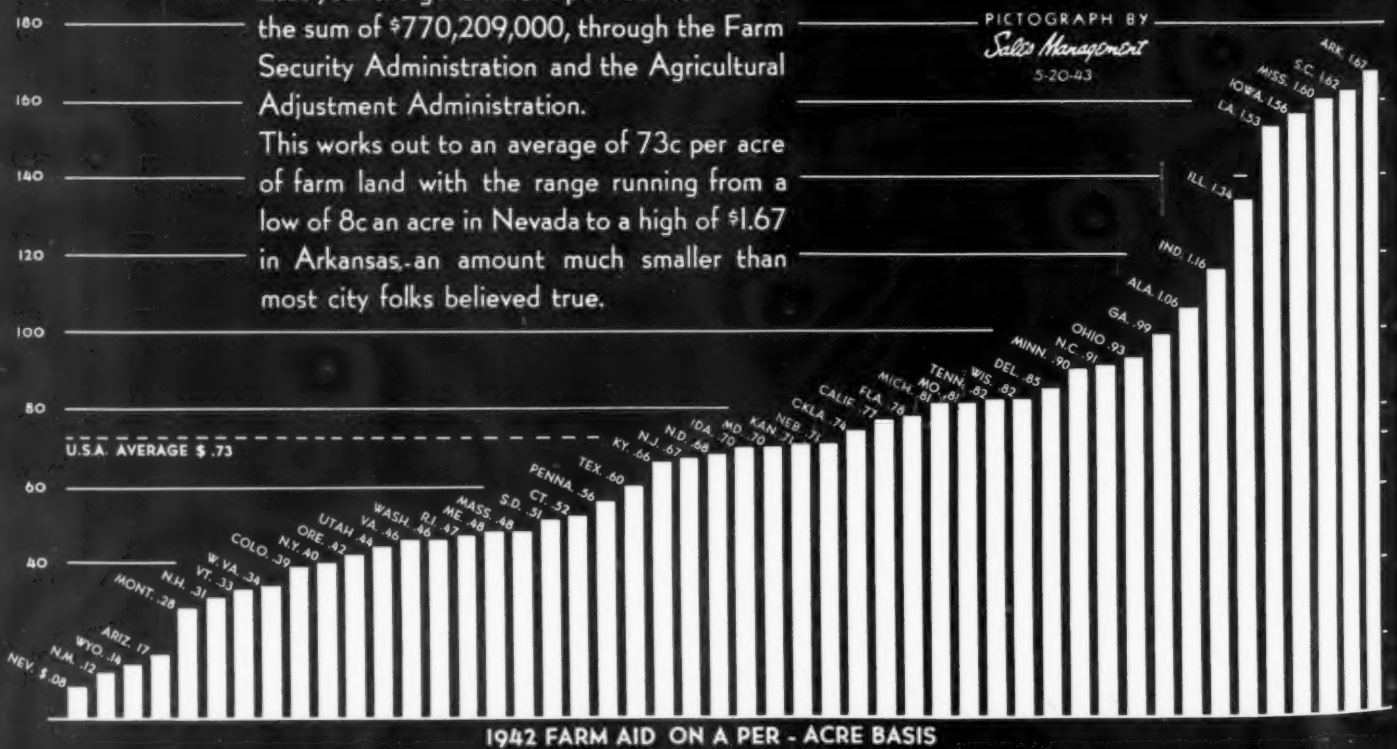


Source: 12 Months Moving Averages by Montgomery Ward & Co. through 1937; annual figures 1938-1943 computed by Sales Management.

GOVERNMENT AID TO FARMERS

Last year the government paid out to farmers the sum of \$770,209,000, through the Farm Security Administration and the Agricultural Adjustment Administration.

This works out to an average of 73c per acre of farm land with the range running from a low of 8c an acre in Nevada to a high of \$1.67 in Arkansas—an amount much smaller than most city folks believed true.



Source: Department of Agriculture.

Check List of SM Post-War Articles

FOR the past nine months SALES MANAGEMENT has been publishing a series of articles on post-war planning. The article on page 21 of this issue is the fifteenth of this series. A check-list of the first fourteen articles appears below:

"Post-War Planning: What Is It, and What Shall We Do About It?," by A. R. Hahn, Managing Editor, SALES MANAGEMENT, September 1, 1942.

"Report No. 2 on Post-War Planning: The Producers Council Program," October 1, 1942.

"Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Lord & Thomas, October 10, 1942.

"Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co., November 15, 1942.

"The Human Side of Industry's Post-War Management Problem," by Hugo A. Bedau, December 1, 1942.

"That 'Happier Tomorrow'; If We Want It, We Must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., December 15, 1942.

"Philadelphia Blueprints a Program for Civic Post-War Preparation," January 1, 1943.

"Has Business Been Dodging Its Proper Political Responsibilities?" based on an interview with Louis Ruthenberg, President, Servel, Inc., January 15, 1943.

"In the Best Interest of All Selling, Should We Kill Straight Commission?" by W. R. Jenkins, Sales Director, Northwestern National Life Insurance Co., February 1, 1943.

"Monsanto Assays Products for Their Job Potential 'After V-Day,'" based on an interview by Lester B. Colby with Francis J. Curtis, Director of Development and Chairman of the Post-War Planning Committee, Monsanto Chemical Co., St. Louis, Mo., February 15, 1943.

"Pacific Coast Electrical Leaders Outline Plan for Post-War Preparation," by Elsa Gidlow, March 15, 1943.

"Thirteen Mistakes to Avoid in Your Post-War Planning," by Burton Bigelow, Burton Bigelow Organization, New York City, April 1, 1943.

"Dream Models" Will Come Later; Let's Pre-Sell What We'll Have on V-Day!" based on an interview by Lester B. Colby with W. A. Grove, Sales Promotion Manager, Edison General Electric Appliance Co., Chicago, April 15, 1943.

"Is Joe Doakes a Member of Your Post-War Planning Committee?"—as told to James Collins by Don Belding, Chairman of the Board, Foote, Cone & Belding, Los Angeles, May 1, 1943.

(Individual reprints of each are available without charge from SALES MANAGEMENT, 386 Fourth Ave., New York, N. Y. Multiple copies, 3c each.—The Editors.)

MAY 20, 1943



Ewing Galloway

We're Still Adding Thousands In Troy!

As the many diversified industries in Troy and its A.B.C. City Zone take on more war tasks their force of skilled workers grows ever greater.

Latest to announce expansion is the Ford Motor Co., which is adding hundreds more workers as it starts making parts here for the powerful Pratt & Whitney airplane engine.

These new earners will boost to greater levels the already unprecedentedly high purchasing power in this metropolitan center of more than 115,000 consumers. Troy's sales potential today outranks many former so-called "key markets."

The Record Newspapers, Troy's sole dailies, reach "everybody," enabling you to do the complete job here for only 12c per line—lowest cost single-medium blanket coverage of any major New York market!

Going Up!

Here's a comparative picture of payrolls and retail sales in Troy for the first quarter as shown by the Chamber of Commerce's Business Index:

Year	Payrolls	Retail Sales
1943	280	179
1942	241	174
1941	164	129
1940	124	114
1939	100	108
1935 = 100		

THE TROY RECORD
THE TIMES RECORD

All Advertising Direct
J. A. Viger, Advertising Manager

The "How & Why" Behind Pacific Light's Good Neighbor Program

KILOWATT HOURS may be the stock in trade of the Pacific Light & Power Co. whose headquarters are in Yakima, Wash., but the sales department of this utility is concerned with larger problems along this line. It sells a special sort of good-will in the shape of highly practical assistance to

two large groups of its customers: "little" business, and agriculture.

This "Good Neighbor Program" has increased significance due to war conditions; but in its main outlines it always has been a basic policy of the company. Mr. D. B. Leonard, commercial manager, states, "We have felt that a utility should do more for

its customers than merely to provide and collect for the KWH which it has for sale."

And so when war came, with its tremendous problems for the farmer and for smaller business men, the company shouldered an obligation to help these two groups. As a result, they have aided a large number of machine shops, garages and similar small businesses to remain solvent.

The Good Neighbor Program started with agriculture, which provides the Pacific Power & Light Co. with a big block of customers. "The proper application of electricity to agriculture," says Mr. Leonard, "has been an important factor in the growth and development of the agricultural areas which it is our privilege to serve." This "proper application," in the view of this utility meant a well-planned program of putting first things first in the farm budget and helping the farmer and his wife to get started, and to remain, on a sound basis for growth and prosperity. "We have stood steadfast on the principle that the electrification of farms should commence with electrified equipment to increase the productivity of the farm and thereby add to the net profit of the farmers' general operation."

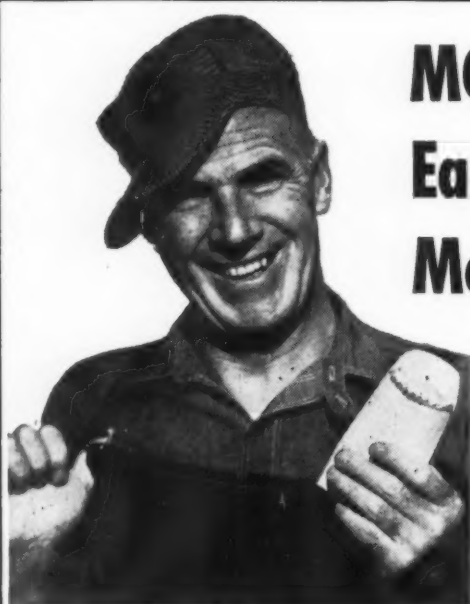
Farm Equipment Comes First

This attitude is in direct contrast to a program which has started with the electrification of the farmer's home through the application of modern conveniences in his kitchen. Although it might often have been easier to encourage agricultural workers to start with the washing machine, the ironer, the kitchen gadgets of a hundred sorts, and easier to get these sold and in use, Pacific Power considered this uneconomic, on the whole, and in many cases an attempt to eat cake before it was baked.

"While electrification of the farm home is an important feature of farm electrification, it has been our belief that we should electrify the *productive* phases of agriculture first. This would result in a greater income, which would in turn provide for the modern conveniences of the home when the time came."

The company found from its long experience with agricultural customers that home conveniences bought before the farm equipment, or at the expense of the latter, might be an unwarranted strain on the farm families' resources. On the other hand, if the productive equipment were installed first, both the efficiency and the income of the farm would be increased.

Consequently, it is principally along these lines that Pacific Power &



MORE Workers Earn MORE Money in

**WORCESTER
Massachusetts**

Pearl Harbor found Worcester's diversified industries already humming on war contracts. What has happened since then is indicated by this quick glance at Worcester industry in the FINAL month—as compared with the FIRST month—of 1942.

Number of Wage Earners	UP 21.3%
Weekly Industrial Payroll	UP 35.1%
Average Weekly Earnings	UP 11.4%

Special bulletin by Massachusetts State Dept. of Labor & Industries, covering representative Worcester factories in mid-January and in December, 1942.

City Zone Population 235,125

Total population, City and Retail Trading Zones: 440,770. This densely-populated market—heart of industrial New England—is blanketed by The Telegram-Gazette. Average net paid circulation:

DAILY—Over 141,000 SUNDAY—Over 80,000

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
GEORGE F. BOOTH, Publisher
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

Light has carried on educational work among its farm customers. The use of electric milking machines and electric brooders furnishes an example of how labor-saving devices in the production end of farming result in substantial savings in overhead. Before long, these savings will help to buy for the farmer's home the tempting conveniences he and his family might thoughtlessly have purchased first.

Small Income Farmers Aided

To interest farmers in their territory in electric milking machines and electric brooders, the company has distributed, through its field men, and through advertising and publicity, plans on home-made brooders; they have conducted demonstrations on how to build them on the farm, and have publicized the home-made equipment as a means of helping the farmer with a small income to secure sufficient equipment to enlarge his operations and his chances for success.

The application of the Good Neighbor Program to machine shops and other small businesses was started shortly after war was declared in the United States, when normal civilian production and repair business decreased rather abruptly. War work seemed like the only important way to supplement this loss. "But the small shops had no way of contacting large contractors in order to secure work with priorities, and to convert their facilities to the war effort," Mr. Leonard says. He saw an opportunity not only to aid the necessary war production program, but to maintain payrolls in towns served by the company. As a result of the extension of the Good Neighbor Program to small industry, machine shops and properly equipped automobile repair shops in a dozen Eastern Oregon and Washington communities are now busy on war production and sub-contracts.

The first step was when the utility's field men went out to canvass likely machine shops for complete data on their facilities in the form of machine tools, their capacities and possible skills. They found some of these shop operators preparing to close their plants for the duration. But these same operators were keenly interested when the idea of converting to production of some essential article or part for war was presented to them.

Armed with the data from the idle or semi-idle and about-to-liquidate plants, Mr. Leonard went to centers where prime contracts on war work were being handled. With complete, detailed lists of the facilities and capacities of the shops in question to lay before the executives of the plants

with prime contracts, Mr. Leonard says, "we were able to assist them to sell contractors on the ability of these small concerns to manufacture precise material and to meet delivery dates."

For instance, the Electric Steel Foundry in Portland is holder of prime war contracts. Mr. Leonard went personally to executives of this company and told them of the resources at their disposal. Engineers promptly supplied drawings for short orders of various valve parts, on which material would be furnished by the prime contractor, and indicated

that work would be available if costs were right. The utility acted as liaison between the prime contractor and the potential sub-contractors, presenting the drawings to the individual shop owners whom they knew were fitted to do the work.

First orders given out were for ship bolts and valve parts. In a short time, twelve of the shops were keeping their skilled men busy with such sub-contracts. Mr. Leonard says: "Performance of the machine shops handling this work was so satisfactory that we were able gradually to expand the



Consumer goods yesterday
WAR MATERIALS TODAY
Consumer goods tomorrow

Planning Today For Tomorrow's Markets . .



★ The Blade blankets its ABC territory—the great industrial city of Toledo and its rich surrounding agricultural area comprising Ohio's DOUBLE-VALUE market. It covers smaller market centers within its ABC limits.

Future markets will be affected by developments being made in Toledo's industrial laboratories today.

New products, new applications worked out by research in producing war materials *now* will be applicable to consumer goods *tomorrow*.

A great industrial center . . in metals, plastics, glass, chemicals . . . Toledo is a great market. It will be an even greater market when today's research developments can be *fully* applied to producing for consumer needs.

Are you planning your promotion program to hold consumer preference for your brand in this market?

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

program to include other materials used largely by shipbuilders. Most of the work has been done by small machine shops."

In one month alone, early in the program, shops completed 2,464 machine hours, netting a total of over \$6,000; and subsequent volume increased. Some of the shops not only utilized all their equipment, but installed more.

Most of the small plants thus drawn into productive employment were repair and small machine shops of various kinds, but there is the case of

a producer of fruit spray gun equipment, the Windmaster Spray Gun Co., Hood River, Wash., owned by Ormand Hukori, now making parts for equipment which will go to war.

A typical example is that of an automobile shop in Yakima, Wash. Curtailed use of automobiles left this shop with an insufficient volume of repair work to keep the shop crew busy full time. When they saw the possibility of securing war work, they supplemented their machine tools with additional equipment. The owner made many calls on the War Production

Board and other agencies, hoping to be able to secure work which his plant could handle; but time passed, and, due to a variety of reasons, no work materialized. Pacific Power & Light stepped into the picture in the course of its voluntary survey.

Mr. Leonard points out: "We made a special effort to call on a large number of plants with war contracts to request small jobs of the type which could be handled by the facilities in this particular automobile repair establishment. Work was finally located for them; and with their satisfactory performance, they eventually employed additional men, over and above their original crew, and operated to produce a large quantity of necessary supplies."

Small Plants Get War Work

To date, fourteen or fifteen small plants which might not have been able to survive, have received war work in this way as a direct result of the intervention of the utility; or, as Mr. Leonard puts it, "as a result of our effort in applying the knowledge and sales ability of our commercial and industrial salesmen as a means of selling the advantages of these small shops to larger operators.

"After the introductory orders, repeat orders have been given in many cases and the program is now moving with little help from the utility other than to maintain contact and to keep it active by continued assistance." Mr. Leonard believes "it is likely to continue as the demands for increased production are apt to require these facilities for the maximum war effort."

The next chapter in the Good Neighbor Program will come when woodworking plants, sheet metal plants, and some others now kept busy on construction of barracks, housing projects and war plants, cease to have this source of work. The utility hopes, then, to be able to secure sub-contracts for this group of plants, which might otherwise be idle or partially idle when the work they are engaged on now subsides or is completed.

The shop and small plant operators are appreciative of this assistance, the community and the war effort benefit, but the prime contractor also says, "Thank You." In its house organ, commenting on the work of the utility in this respect, Electric Steel Foundry officials truly remarked, "The relationship not only develops additional sources of machined parts for immediate use during the war, but will serve to establish business relationships which should carry on in the reconstruction period after the war is won, and will build good-will."

SALES MANAGEMENT

Growing GREENSBORO

No. 2 Ration Books issued in Greensboro and Guilford County total 157,722 through April 16, 1943.

Permanent camp personnel, hospital workers and trainees, makes Greensboro's population well over 100,000 and Guilford County's more than 200,000.

In this territory 5 out of every 6 families read the News and Record.

GREENSBORO DAILY NEWS

Morning and Sunday

THE GREENSBORO RECORD

Evening except Sunday

GREENSBORO, N. C.

Noee, Rothenburg & Jann, Inc.
National Advertising
Representatives

Why I Like to Write for Cosmopolitan

by
A. J. Cronin

Dr. Cronin, a Scotsman with Irish blood in his veins, is a born story teller. Flashing like a comet into the literary skies in 1930, he became a fixed star. Out of his experiences as medical inspector of Welsh mines, he wrote *The Stars Look Down* (which first appeared in Cos) and *The Citadel*. Cosmopolitan is proud to have been the first magazine in America to publish his work.



IT WAS COSMOPOLITAN that "discovered me." When my first novel was published and I wondered, anxiously, if I could sustain myself and my family in this new and precarious career, the editor of Cosmopolitan cabled me in London commissioning a novella at a price so magnificent, it almost bowled me over.

Not quite, however. For I wrote

my heart out on the story, the editor and his readers liked it, they came back asking for more. Then I knew for certain that I had arrived!

Nothing has ever matched the thrill of that first Cosmopolitan success. Moreover, by its early display of faith in me, Cosmopolitan set a standard for my literary career.

The Cosmopolitan audience, though popular, is cultivated, and will accept nothing but the best; nor will the Cosmopolitan editors publish anything that does not hit the top.

Once when half a dozen national magazines were contending for my material, the editor of Cosmopolitan rejected flatly a story which, owing to press of work, I had done carelessly. "Not good enough," he said. "It isn't

Cronin, and it isn't Cosmopolitan." The editor was prepared to lose the services of a valued contributor rather than sell his readers short. That is the principle which I respect and admire in Cosmopolitan.

Here is a magazine which stands four square for fair dealing and true value. It recognizes the sound and healthy taste of the American people. It knows that what is happening today is not a reactionary swing but a restatement of all that the people stand for and believe in—a reaffirmation of tried principles. It knows also that the age of cynicism is dead. The pages of Cosmopolitan breathe this knowledge, this faith.

No wonder I regard it as an honour to write for such a periodical, and trust I may long continue to do so. Who wouldn't?



Newsstand Buyers Spend More Per Issue for Cosmopolitan (at 35¢) than for Any Other A. B. C. Magazine
February '43 Newsstand Sale Was 983,000 at 35¢ . . . an Increase of 144,000 over February '42 at 25¢

MAY 20, 1943

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On the Wartime Sales Front

Be It Ever So Humble

"Home Scene Five Years After the War: Let's consider a brief picture of a man coming home from work. It's five years after the war is over. There's an automobile driving up to a suburban home. It's a light-weight car that gives as much as 50 miles to the gallon of high octane gas. Out of it steps a man clothed in comfortable clothes of artificial fibers. His shoes are better than leather. He walks up to a house that was built in a factory of strong, light-weight metal alloys, plywood, plastics or glass. Although factory built, the home is individual. Because the rooms have moveable walls, the house has grown and changed since the little woman gave painless birth to the new healthy baby.

"... The furniture may be of metal, plastics or wood—but if it's wood, it will be fashioned of wood that won't burn. Glass will be used in the home, but it will be unbreakable glass. . . .

"It's evening and so the fluorescent lighting is on when Poppa comes home from a leisurely day at the factory. But the lights were automatically turned on by a photocell. The home will be air-conditioned so that all dirt and harmful pollen will have been filtered out. Even the cleaning in the home may be done by electric precipitation.

"There will be no servants in the home, because the mechanization of the home has done away with the need for servants. But without servants, Momma can easily prepare a tasty and nutritious meal with practically no bother. . . . The vegetables, the meat and the dessert will come to her kitchen in fresh, canned, quick frozen or dehydrated form. The cooking will be done on a cool automatic kitchen range that will cook food well in an incredibly short time—perhaps ten minutes flat.

"Dishes will be washed in an automatic dishwasher, and after dinner, the family will perhaps go into the living room and be entertained by a machine that combines frequency modulation radio, television and facsimile reproduction of news bulletins. Or perhaps the family will turn a dial and have read to them some chapters from a novel that has been recorded on a tiny strip of film."

This is an excerpt from a speech by Arthur Hirose, director of promotion and market research, *McCall's* and *Redbook* magazines, on "People's Wants and Desires in the Post-War Market" at a meeting of the Associated Printing Salesmen, New York City. It's a description not only of the home of tomorrow, but of the terrific job post-war planning committees, researchers and marketing experts have to start doing today.

American families find meat the hardest rationed product to cut down on and coffee the second hardest, according to the latest Gallup survey. In order, the list includes: meat, coffee, gasoline, sugar, butter, canned goods, shoes, fuel oil, tires and cheese.

Toiletry Houses Protect Outlets

Toilet goods manufacturers have no intention of supplying non-drug outlets with merchandise at the expense of drug wholesalers and retailers, according to S. L. May-

ham, executive secretary of the Toilet Goods Association, New York City, at the recent meeting of the National Wholesale Druggists Association. Referring to grocers, jewelers, florists and other types of outlets which have been seeking to install toilet goods departments, Mr. Mayham said: "Don't blame them. They are as hard up for something to sell as you are . . . but we are not going to cut the throats of old friends—or even of old enemies. We couldn't if we wanted to because we haven't enough stuff to go around in the regular channels. I don't believe that any manufacturer with any real understanding of the distribution of toilet goods is going to go haywire on this subject."

Wartime Convention Note: The New York State Telephone Association publicity for its 41st annual convention promises: "No fun! No Exhibits! No Banquets! No Dance! No Golf! No Wine! No Women! No Song!"

Non-Advertised Brands Suffer

Another example of what is happening to non-advertised brands under the wartime rationing set-up is the report made by the Shopwell Foods, Inc., Westchester, N. Y., in a recent issue of *Food Field Reporter*. According to this company which operates a chain of super-markets in high-income neighborhoods, non-advertised brands of coffee, canned goods and other products are proving unsaleable.

"Brand advertisers have done such a good job of impressing the reputations of their products on the public mind, that customers will spend their money on only well known products," states L. H. Taxin, president of Shopwell Foods, Inc.

"Nothing short of grade labeling can step up sales of the unknown varieties. The housewife with a limited amount of table money invariably will buy the better known brand, because she thinks she is getting the best food."

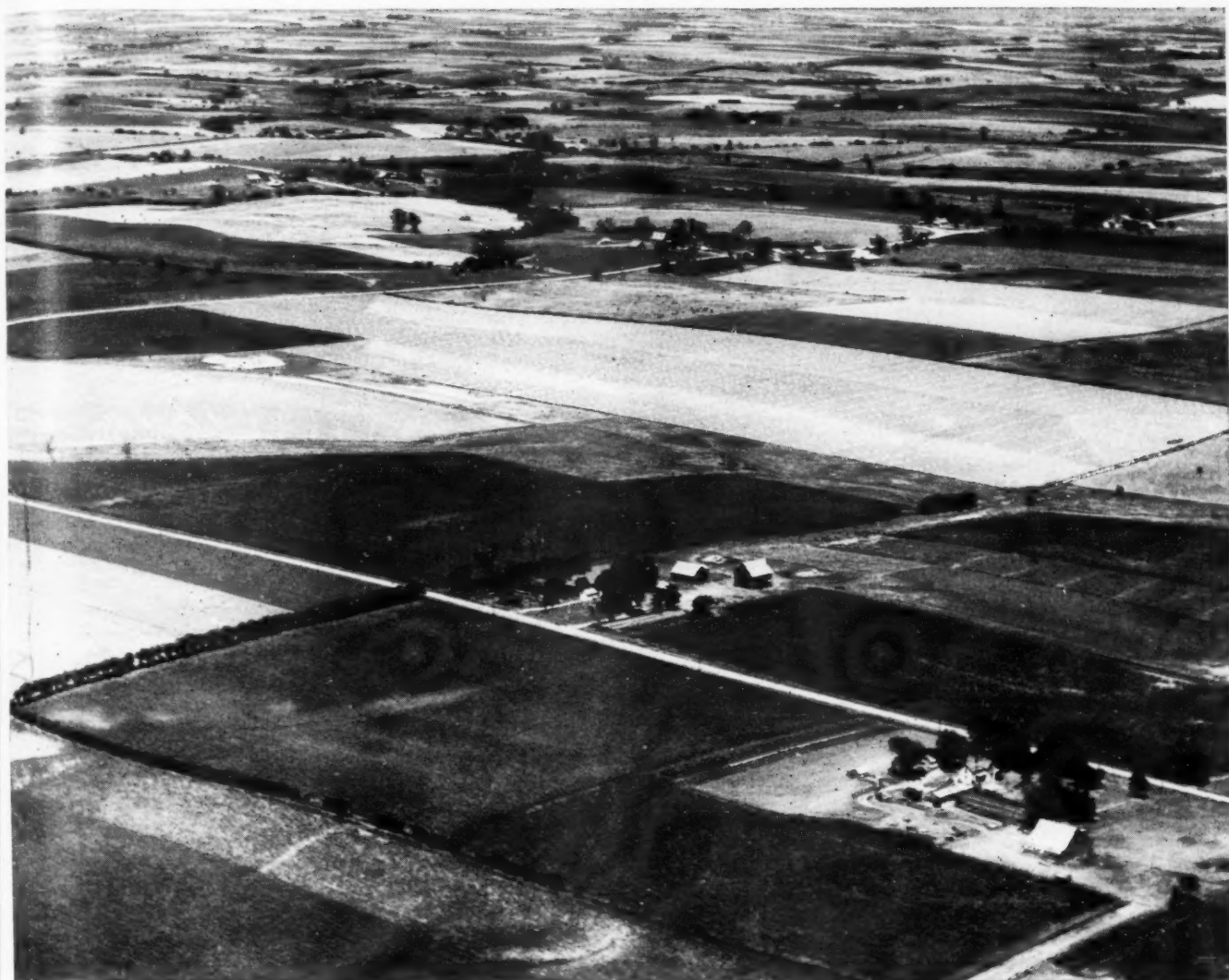
"Auctions by candy manufacturers are proving to be potent War Bond sales stimulants. The company offers above quota stocks to the jobber who agrees to buy the most War Bonds. One Chicago firm claims to have sold over a million dollars' worth of Bonds in this way.

War Plant Department Stores

A new wrinkle is added to the turbulent wartime distribution system with the opening of branches of department stores inside war plants. Retailers are bringing their goods to the workers who can't find time to shop.

L. Bamberger & Co., Newark, N. J., has opened a unit in the Harrison, N. J., plant of Otis Elevator Co., and plans to open another branch at the Kearny, N. J., plant of Western Electric Co. Bloomingdale Bros., New York City, is said to be negotiating a branch store with the Sperry Gyroscope plant in Lake Success, L. I.

Retailers, industrialists and workers all like the idea. The retailers gain a new outlet, new customers, and goodwill; employers approve for they believe it will cut absenteeism; and workers find it convenient.



The World's Largest War Plant

Faced with grim handicaps of manpower and equipment shortages—restricted by wartime regulations—the American Farmer is buckling down to meet history's greatest demand for agricultural production.

Side by side with him in this fight that can't be lost is Capper's Farmer.

Unhampered by small town mass circulation. Capper's Farmer editors are free to give the practical farmer the kind of maga-

zine he demands. A magazine he can use.

Every issue of Capper's Farmer provides a wealth of proven, workable solutions for farming's challenging problems—factual articles written in the rugged, down-to-earth terms that farmers know and understand.

This is why Capper's Farmer has hit a new all-time high in farm readership—why Capper's Farmer today is America's best read farm magazine.

CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

MAY 20, 1943

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"I realize your time is valuable, sir, so let's not waste it with sales resistance!"

Chicopee Salts Facts with Humor In Sales Convention-by-Mail

Officers greeted field men, speakers talked turkey, there were wisecracks and stories, and the meeting even ended with the traditional cocktail party and dinner. In spite of scarce transportation facilities, Chicopee Sales staged a bang-up annual meeting.

A CONVENTION-by-mail which included everything from a recorded greeting to cocktails and dinner proved to be more than an adequate substitute for the annual sales meeting held by the specialty division of the Chicopee Sales Corp., New York City, diaper manufacturers.

When the Office of Defense Transportation urged groups to abandon conventions, the executives of Chicopee decided that the annual sales meeting was a necessity—both for the morale and information of its men, and that the meeting should be held in spirit, if not in actuality. As a result, they devised a 9" x 12" portfolio which in 48 pages covers all the material, the back-clapping and the festivity of the annual get-together.

A bit of mystery and fanfare was used to tell the men about the new type of meeting. Teasers were mailed to the men, announcing:

"Oh boy, we're getting ready for the Big Show! It's coming soon, a whiz bang—you wait and see. Chicopee won't let you down.

"We know you're expectin' . . . now what's your guess. It must be good—keep thinkin'. . . It's startin' soon, and watch for Virginia!"

A week before the actual portfolio was mailed the men received another announcement:

"We had planned to have you

come to New York for our Fourth Annual Sales Conference, but Uncle Sam stepped in and asked us to hold up because he needs all possible transportation facilities to move the boys to the front lines—so of course we said 'sure we will put it off'—so that's that."

"This was hard to take, and judging from last year's conference, some of you boys, like ourselves, will be quite disappointed, but you know everyone is putting in his effort and doing his part to win the war. However, we will not let you down, and will do the next best thing. It's a secret and will break loose soon—now you try and guess what it is. We are telling you it's going to be good, and you will like it —WATCH FOR THE POSTMAN."

And finally the portfolio—"Convention Travel Has Gone to War" arrived.

The format of the book is effective and in keeping with the times. A patriotic red, white and blue cover is used. Contents are clearly printed in black and white with each event treated in the volume separated by vivid red sheets.

But the spirit of the portfolio is even more outstanding than the physical appearance of the book. The conviviality and spirit of the meeting is captured by the use of lively text, numerous personnel pictures, gay cartoons, and the interspersing of asides and humorous remarks.

The introductory pages are concerned with customary convention greetings, extended by key men in the organization, pictures of the officers and the Ferry-Hanly agency men, and district managers of the division. This is followed by a message from Chico-



"That's the way he acts every time I bring in another batch of orders."

pee's president, Norton L. Smith, and a talk by C. P. Hanly, president of the agency.

Each speaker is introduced by a short informal paragraph, and is followed by comments by C. A. Slocum, vice-president and master of ceremonies of the meeting.

Other "speakers" included the account executive, the vice-president and the sales manager.

Highlight of the meeting was "Virginia"—otherwise known as Mrs. Virginia L. Skinner, the company's new "Baby Service Director," whose speech was recorded and included in the portfolio. For those men not having access to a phonograph, a printed copy of Mrs. Skinner's speech also was included.

The book is brought to a close in a light vein with a list of salesmen receiving honorable mention for outstanding jobs, humorous cartoons reprinted from SALES MANAGEMENT on 13 ways to lose an order, and a brief review of the convention written in the form of a banquet menu.

Bill of Sales Fare

The banquet menu included:

"Cocktails: A real stimulation is found in the expressed confidence of our president, Norton Smith. Let's drink up in agreement with his remarks on keeping ever alert.

"Hors D'Oeuvres: Spicy appetizers give a tang to the introduction of good-will ambassadors—by Cac Hanly. He says we're going to lend a helpful hand to our trade and the public too in our ads.

"Entree: Something to beef about is not an appropriate phrase to apply to Virginia Skinner—though in dinner parlance, she's had a big stake in putting this convention to you.

"Salad: Webster says a salad is a 'cold dish.' That's a poor definition of the friendly references to your teamwork with the credit department. The dressing is really a savory sauce in the Retirement Plan.

Piece de resistance of the "Banquet" was the liquor which included—but let Mr. Slocum describe it:

"The liquor of this banquet is now ready—it comes in this official authority to our specialty salesmen to go out and charge up (on the swindle sheet) a pair of real cocktails and a good dinner. No fooling!"

Follow-up to the convention was a convention quiz, covering the speeches and the opinions of the salesmen on the success of the meeting. Response to the question, "Do you feel that our 'gone to war convention' brought you up to date with conditions and problems?" clearly indicated the value of the meeting.

Prominent Users of Strathmore Letterhead Papers: No. 38 of a Series



does your letterhead command attention?

Officers' caps by Dobbs command attention. They have those same fine qualities of workmanship and material which, through the years, have won leadership for Dobbs civilian hats. Just as their hats say "leadership," so does the Dobbs letterhead on Strathmore Bond.

With more and more of your business carried on by correspondence, it is important that your letterhead should properly express the quality and character of your organization. A letter written on Strathmore paper costs only a small percent more than a letter written on the cheapest paper you might buy! Write for detail of letter cost.

Strathmore Papers for Letterheads: Strathmore Parchment, Thistlemark Bond, Bay Path Bond, Strathmore Bond, Strathmore Script, Alexandra Brilliant and Strathmore Writing.

STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

MAY 20, 1943

[45]

Meet Milton Grub.

WEEI

CHS

W

ub, he is one of Boston's BIG men

Milton Grubbs is 14 years old. He is one of New England's best known and best liked personalities.

There's a lot of Barnum in Milton. But no more than in a million other kids who love to "play-act." The difference is that Milton lives within earshot of a certain Boston radio station.

It happened this way: nearly two years ago, Milton's favorite station (and his family's) had a smart idea. WEEI was going to let the younger generation prove its fibre on a new weekly program. The series, said WEEI, would be cast entirely by teen-age kids, under the sympathetic tutelage of Dolphe Martin, who would select them by try-outs.

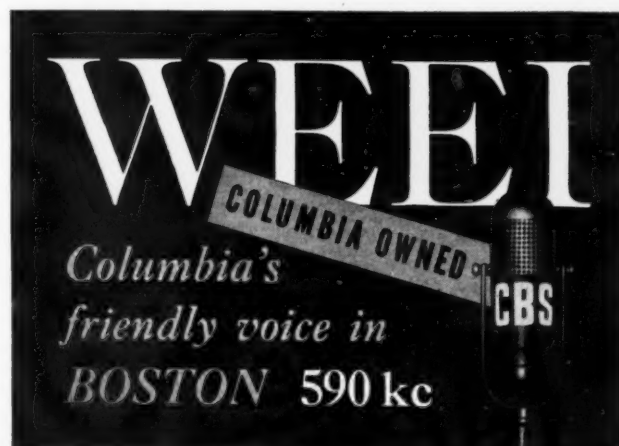
Hundreds of starry-eyed boys and girls came to the auditions. From this bubbling talent pool, dozens were chosen—choristers, soloists, actors, repertory player candidates. And Milton Grubbs, m.c.

Finally, the show was ready; the big day came. Milton Grubbs, scared but resolute, announced . . . "This is Youth on Parade." The choristers picked it up and ran along the vocal scale with it. Fledgling Ruth Casey helped blend it with a magnificent solo. The junior Barrymores did a capsule dramatization. A comedian with a changing voice gave some remarkably true impersonations. Youth was on parade, over WEEI.

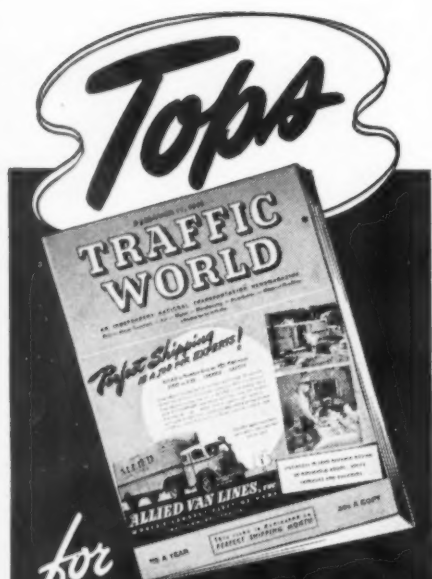
It was a hit. Not just another "kid show"; not a one-performance amateur hour . . . but a variety series of CBS caliber. And today—99 programs later—it's still a hit. *So much so that through WEEI's vast service area, almost one out of every four listeners are tuned to the program.*

Forty-four programs after the first brave show, *Youth on Parade* "went Columbia" coast-to-coast . . . Milton Grubbs, m.c. We hope you will listen this Saturday, at 10 a.m., over your own CBS station. You'll enjoy the show, we know. And we think it will tell you why WEEI (where it all started) is so much a part of the lives of New Englanders . . . why WEEI is, indeed, Columbia's Friendly Voice in Boston.

YOUTH ON PARADE is now ready for sponsorship . . . on CBS coast-to-coast. Ask us or CBS for details.



Represented by Radio Sales, the SPOT Broadcasting Division of CBS



Tops

for

**EXECUTIVE
MANAGEMENT
IN CHARGE OF
TRANSPORTATION**

Send today for your FREE copy of "A Guide To Effective Freight Transportation Promotion" and read what Shippers all over the country have to say about current Transportation problems—Rail . . . Highway . . . Water . . . Air Transport. Never before has there been a timely, factual manual of this nature published. Sales and Advertising Executives will also find it helpful in producing effective campaigns.



TRAFFIC WORLD
426 So. Market St., Chicago, Ill.
Gentlemen: Please send copy of "A Guide To Effective Freight Transportation Promotion."

Name.....
Title.....
Company.....
Address.....

Kendall Salesmen Prepare for Tomorrow by Re-Training Today

Finding a way to recharge the batteries of men long in a company's service is a ticklish training problem. Kendall's carefully planned study course is earning sincere praise from the men—and building a new spirit of teamwork between factory and field organization.

As told to M. S. Sullivan

BY S. D. CHAMBERLAIN

Field Sales Manager,
Kendall Mills,
Walpole, Mass.

WHEN company management weighed its post-war problems, it placed considerable emphasis on its sales force. Two fundamental aims were sought: (1) to maintain and improve morale during the war period; and (2) to revitalize the force in preparation for post-war selling. We sought to improve the knowledge of our men, while we have the time. While we do have plenty to do just now, we nevertheless have more time than we may have later. The post-war period no doubt will be one in which time will be an important factor.

"Refresher" Courses Started

As a result, "refresher courses" have been made up for the 35 salesmen in the Kendall Mills Textile Division located at Walpole, Mass., and the 160 of the Bauer & Black Division in Chicago. Courses began last fall, and within the period of one year and two years respectively, all salesmen will have completed the studies.

Salesmen are called to their headquarters, eight at a time in the textile division, 16 at a time in the Bauer & Black Division. Instead of calling all salesmen in a group from one local area, groups are made up of men from different districts from all parts of the country, thereby achieving a broader point of view.

For the purposes of this study, we treat all salesmen as new men. While we do condense and highspot some of the universally known facts, we start from the beginning, taking little or nothing for granted. Courses are made up in detail, allotting a given period of time to each step, using each day from 9:00 A. M. to 5:00 P. M., with some days busy right up to 11:00 P. M. The study is completed in five days; and in the case of the textile

groups, four different plants are visited.

Major emphasis is placed on product information. Since we always have been aggressive in merchandising our advertising, promotional and sales plans to our men, these subjects were covered in a minor way. Product studies center around plant visitations with emphasis on those processes which make good sales points. Many of these facts have been covered in sales manuals, booklets and other printed pieces, but for many salesmen this is the first time they have seen the facts demonstrated in actual operation. While most of the newer men have been given factory trips, many of those with the company for 10 or more years never have been through the plants for detailed information.

Plenty of Sales Ammunition

Representative of the technical data taught are such subjects as how to know fabrics and finishes, understanding dyeing processes, how quality controls are achieved, how various operations and cost of materials affect the cost of the finished product, facts about individual machine production and data as they relate to U. S. tests on cotton goods. Salesmen are shown operation of a machine which measures color, this being one of few machines of its type in this country.

These subjects are carried out by guides who are specially trained to carry out the purposes of this study. Each has a copy of the course, giving the complete time schedule and calling for emphasis on the processes which are good sales ammunition. Each guide has a copy of the test questions so that these are taken up in detail. Each guide takes three or four salesmen, the size of the group being purposely kept small so that salesmen

SALES MANAGEMENT



CAN RADIO MAKE SALES
FOR LOCAL RETAIL STORES?

JOHN TAYLOR'S 10 YEARS ON THE AIR PROVE IT!



FRED M. LEE
General Manager

The Same Program Format
— The Same Title —
Same Time, 9:00 A.M. Daily

This month, "Joanne Taylor" marks a memorable milestone in the nation's retail selling. It is the start of the eleventh year for this daily merchandising program over KMBC. Why does a department store use radio so consistently?

Because the voice of "Joanne Taylor" goes into the homes of the rich KMBC market morning after morning, telling the latest fashion and homemaking news from the store . . . all the while selling merchandise, making new friends and binding closer thousands of customers for the sponsor, John Taylor Dry Goods Company.



MEREDITH WARNER
Advertising Director



"JOANNE TAYLOR"
Voice and Script Writer



MAJOR H. KENNETH TAYLOR
Vice-President

KMBC

OF KANSAS CITY

Free & Peters, Inc.

SINCE 1928 — THE BASIC CBS STATION FOR MISSOURI AND KANSAS

Here it is!

Prize AWARDS

The New

Belnap & Thompson

PRIZE AWARD BOOK

Illustrating more than 500 Quality Prizes now available.

Book provides timely theme around which to build effective incentive programs.

- Sales campaigns.
- Awards for finding better ways for territory coverage despite gas rationing.
- Awards to plant workers for perfect attendance, suggestions, etc.

WRITE FOR FREE COPY

BELNAP & THOMPSON, Inc.
309 W. Jackson Blvd., Chicago, Ill.



It's Time for Our Annual Reader Survey

Reader Surveys conducted over a period of 8 years enabled us to show competitive positions of products in the Small Town Market . . . and to give advertisers and agencies interesting information on brand preferences and buying habits of GRIT Readers.

1943 data should be available late in June or the early part of July. Ask for what you want.



WILLIAMSPORT, PA.

are always close enough to the guide to hear the whole story accurately, thus eliminating the possibility of a man losing out on part of the talk and finally losing interest in the study. Small groups also enable salesmen to ask questions on the spot, where answers may be made with work in actual operation.

Twice during the textile division's course, all salesmen take written examinations. One at the end of the second day covers the first two days; the other at the end of the fourth day covers the third and fourth days. Tests last about an hour and a half even for the quickest men; and data required are such as previously outlined in this article. Each man is graded, and the corrections and right answers are reviewed with him. Each man's final standing in the course is sent to his branch manager as a means of helping the manager appraise and help each man.

Throughout the course considerable emphasis is placed on new and improved products. In the case of Bauer & Black Sulfathiazole Handi-Tape, salesmen are told in detail of the properties and effects of this "sulfa" treated first aid bandage, product of company research which has a large potential future market. Another new product is a compressed cotton marketed under the trade name "Web-ril." It possesses many of the properties of cloth without weaving and is used among other things for tea bags and is replacing other materials which are difficult to obtain.

Studies Keep Men on Toes

The general result of these studies is that salesmen have been improved in three different ways: (1) they have been shown factually how all plants have developed quality control in all processes; (2) they have been shown the research-mindedness of the company with emphasis on the new and improved products which have been developed within the last few years; and (3) they have gone away impressed with the strength of the company organization and the desire to maintain that strength. Incidentally, the last factor works both ways, because our manufacturing organization has likewise been much impressed by the genuine interest with which salesmen undertook these studies. It has put our manufacturing personnel on their toes to do a bang-up job.

A gratifying factor has been the effect on older men. In giving such courses, where they go back to homely fundamentals, it is always an uncertain factor to know just how the older, seasoned salesmen will react. We

were pleased therefore to get some fine expressions of praise from these veterans. Several told us afterwards that they came with more than a little skepticism, believing that their years of experience topped anything that a plant study could give them. These men have since told us that they went away armed with many factual selling points of which they never before had been aware. One man told us that the course for him filled a gap in his sales work which he had not thought he needed.

Managers Want to Learn, Too

As a by-product of the activity, we are now planning to have our branch managers and supervisors return to their respective headquarters to take this same course. Entirely as a result of the salesmen returning to their branch offices with much information, branch managers have written to us asking that they be allowed to take the course. Branch managers say that salesmen are discussing processes and research activities with which they are not entirely acquainted. Salesmen are thinking things over and asking questions which their immediate superiors cannot comfortably answer.

Another by-product of the activity is, that we have been able to make some effective changes in our regular training course which all new salesmen take before going into the field. Getting the salesman's point of view, we have been able to place greater emphasis on those points which he finds most effective in contact work. Occasionally a salesman has remarked, "That's a swell selling point," which gives a constructive idea for an improvement in the regular courses.

In addition to the refresher courses and the regular apprentice training course, which takes six months to a year, we have set up in the Kendall Mills Textile Division two new courses for the post-war period. These are in loose leaf form, subject to change as necessary but ready for action. One has been made up for a very quick, concentrated study to take only two weeks. It will be used only in case we have urgent need for new salesmen to go into the field immediately. We hope always to have a longer period of time to train new men; but if the post-war period requires it, we do feel that this short course will put into the field men trained to do a reasonably good job. The other course will require two months, and will take up manufacturing processes and sales training in a more normal way, with less emphasis on speed.

SALES MANAGEMENT

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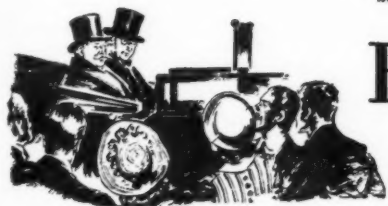
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"I bought my first little Bible from my Sunday-school teacher... I remember the Sunday he brought it to me, and how I admired it, until he told me the price, which was more money than I had ever owned in my life."—John Wanamaker



How the BOOK of BOOKS moulded a *MERCHANT PRINCE*

When he was a boy of 11, working in his father's brickyard, John Wanamaker invested in a Bible. It was a small, red Bible, costing \$2.75, and he paid for it in installments.

He read this Bible all his life, and applied it literally to his own problems.

He accepted without question its claim that faith could move mountains. When, at 22, he started his first store with his savings of \$1900, everyone said he would fail. But he had faith and he succeeded.

Three times, during three successive panics, his business almost went on the rocks. But he found that the miracle of faith always pulled him through.

The Bible not only shaped his character. He got all his most important business ideas from it. Through these ideas—which revolutionized the whole theory of retail buying and selling, and created our modern principle of "Service"—John Wanamaker became, as President Taft once said, "the greatest merchant in America."

"That little red Bible," he wrote, "was the greatest and most important and far-reaching purchase I have ever made; and

every other investment in my life seems to me only secondary."

It is chiefly through reading that a man adds to his own limited experience the stored-up wisdom of mankind.

To bring this wealth of knowledge, through the good habit of reading, to the people in more than 7,500,000 families is the great purpose of *The American Weekly*.

To do this takes the same kind of genius for sensing and satisfying the real needs and wants of its readers that John Wanamaker displayed in the field of merchandising.

Today the Bible occupies a new place in the consciousness of the American people.

Wherever we read, in the annals of our armed forces, of men in deadly peril by land or sea, we continually read of their having recourse to the Bible. Men drifting in life-rafts on great wastes of waters recall forgotten fragments and repeat them to their shipmates. Men in foxholes, in stress and suffering of every kind, are upheld by what they remember from the Bible.

To these, and to millions of Americans today, the Bible is as living a force as it was in John Wanamaker's life and time. *The American Weekly* has recognized this and for many years has published more articles on Biblical subjects than all other secular magazines put together.

But *The American Weekly* never forgets, as the Bible never did, to tell the great stories of human experience... to tell of the loves, romances, crimes, passions, and adventures of mankind... and to tell them in terms of people.

Who can measure the full impact of such a magazine on American life... distributed through a group of Sunday newspapers, from coast to coast... reaching the entire family in over 7,500,000 homes.

The national advertiser who associates his product with such an institution is tying it up with **the greatest force known in advertising**. He is making his advertising message, like the rest of *The American Weekly*, the week-after-week reading **HABIT** of more than 7,500,000 families.

**THE AMERICAN
Greatest
Circulation
in the World** **WEEKLY**

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY

MAY 20, 1943

[51]

De Long Rations Dealers in Ratio To WPB Materials Allotment

BY CHARLES EMLEY

Sales Promotion Manager
De Long Hook & Eye Co.
Philadelphia

WHEN our production was curtailed by Government restrictions and by a scarcity of raw materials, like many other manufacturers we were confronted with the problem of how to apportion our output equitably among all of our customers.

Our company manufactures a long line of variety novelty products including hooks and eyes, snaps, hair-safety- and toilet-pins, corset and brassiere tape, and hair nets. Our products are distributed through drug, department and syndicate stores as well as many of the novelty stores.

A policy of "first come, first served," obviously was not the solution to our rationing policy. Such a policy would only jeopardize customer goodwill, which is the foundation

for a successful post-war business.

Mindful of this, De Long, whose production is limited to a percentage of what it was in 1941, has tried to fashion a rationing plan designed to retain the goodwill of our customers.

The plan stated briefly is this: We allot to each customer the same percentage of his 1941 purchases which the WPB allows us in 1943. Let us assume for example, that in 1941 Customer A bought \$500 worth of hooks and eyes, and that this year we are permitted to make 50% as many hooks and eyes as we did in 1941. Thus, in 1943 we can ship Customer A \$250 worth of hooks and eyes, or 50% of his 1941 purchases, provided that the WPB is not forced to impose further restrictions upon us, and that we can obtain the required raw ma-

terials. This plan was announced early last December in the following self-explanatory letter which went to all of our active customers:

What Can We Do for You in 1943?

"Needless to say, we should like to answer that question, but with war industries demanding ever-increasing quantities of materials such as our products are made of, we cannot tell you definitely today what we'll be able to do for you in the months to come.

"Naturally, our sales must be governed by what we can manufacture. Thus, the best we can do is to give you a quota based on present WPB limitation orders and contingent upon our ability to obtain the necessary raw materials.

"As WPB allows us to make a certain percentage of what we made in 1941, it follows that our 1943 shipments of each item to you must be a like percentage of your 1941 purchases of that item. Your 1941 purchases were as follows:

	A	B
Hooks & Eyes		
DeLong	50%
Atlas	50%
Snaps	50%
Klix	50%
Safety Pins		
DeLong	33 1/3%
Hair Pins		
Rolls	25%
Cabs	25%
Bob Pins		
5c	25%
10c	25%
Toilet Pins, Papers		
DeLong	50%
Atlas	50%
Tape	50%
Hair Nets	100%

"Now a word about these figures. Those in column A represent your dollar purchases of each item in 1941. . . . Those in column B represent the percentage of your 1941 purchases of each item we hope to supply you in 1943 unless, and until, WPB imposes further restrictions upon us.

Please Follow This Procedure in Ordering

"Between January 1, 1943, and March 1, 1943, send us an order for one-sixth of your yearly quota for each item. To determine the quantity of each item you should order, multiply your 1941 purchases, as shown in column A, by the percentage for that item shown in column B and divide the result by 6.

"Until the war is won we probably will be forced to operate under Government restrictions. As you understand this, we are sure you will be patient with us, knowing that we are doing, and will continue to do, the very best we can for you within the limitations set for us by WPB.



"This is our day nursery for workers' children—and that is Mr. Whitcomb, formerly one of our non-essential vice-presidents!"



"He says he's awfully busy and that all he wants to know is: which Cincinnati paper made the biggest gain in retail lineage last year?"

Good question. For the retailer has his feet on the local scene, his ads in the local papers, day after day. You can figure that the newspaper *he* picks to do a job is the newspaper that's *doing* the job . . . the newspaper that will do the best job for you.

In Cincinnati, retailers are swinging to The Enquirer. If you're making up a list that includes the Cincinnati market, that's about all you need to know, isn't it? (Except, perhaps, that The Daily and Sunday Enquirer chalked up the biggest circulation gains in the past 10 years—and that The Enquirer has the lowest milline rate from 5000 lines up.)

RETAIL DISPLAY LINAGE 1942 vs. 1941

Daily Enquirer	Gained	53,173 lines
Sunday Enquirer . .	Gained	209,175 lines
Times-Star	Lost	609,108 lines
Post	Lost	425,046 lines

THE SWING IS TO THE CINCINNATI ENQUIRER

Represented by Paul Block and Associates

SAYS GOOD MORNING TO ITS READERS AND GOOD BUSINESS TO ITS ADVERTISERS
MAY 20, 1943

[53]

★ ★ ★ ★ ★ ★ ★ ★ ★ ★
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 ★ No premiums, deferred ★
 ★ payments or other tricks— ★
 ★ all cash readers . . . ★
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 ★ CHOOSE THE ★
 ★ LEADER IN ★
 ★ THE BUSINESS ★
 ★ FIELD . . . ★



"When the happy days of peace return, we shall be delighted to again work for and with you on the same unrestricted basis as we did in pre-war days."

The reason customers are urged to order bi-monthly is that if we were to accept orders covering quotas for the whole year, and WPB curtailed our production still further later in the year, thus necessitating a downward revision of our customers' allotments, confusion and misunderstanding probably would result. Besides, we would be shouldered with extra office work and correspondence—and in these

days of labor shortages we, like many others, are compelled to eliminate all "extras."

Each salesman is kept up-to-date and is supplied with regular lists of his customers in the cities he will visit, and a record of shipments made to these customers in the current bi-monthly period. The salesman therefore knows what, if anything, he is permitted to sell each customer.

Naturally, some customers make written pleas for more than their allotment. To them we write a courteous letter explaining why, if we are to treat everybody fairly, we must adhere to our rationing plan.

A Frame for Your Advertising



Highest percentage of readers in ABC manufacturers group

We've never seen anything to equal the pull of SM's series of articles on Post-War Planning... from presidents, vice presidents, sales managers, advertising managers, research directors...

These men are planning *now* for tomorrow's big sales objectives—revaluing markets, media, materials, modes of transportation and communication in the light of sweeping changes in the post-war picture. Are you in *their* post-war picture? SALES MANAGEMENT can help put you in it.

Sales Management

386 Fourth Avenue

New York, N. Y.

Old Customers Served First

Many companies that did not feature any De Long products in pre-war days, and whose cooperation we sought then, now are ready to go along with us. But, unfortunately, our rationing plan does not permit us to serve them. As our restricted output is not sufficient to satisfy the normal needs of customers who have been loyal to us throughout the years, we feel that these regular customers are entitled to all that we can manufacture. Thus, to each inquirer who did not buy our products in the days before we were forced to adopt a rationing plan, we write this letter:

"While we should be delighted to serve you with De Long products, we must deny ourselves that pleasure just now, conditions being what they are.

"Like all firms making metal articles, we are operating under restrictions imposed upon us by the War Production Board—restrictions necessitated by the demands of war industries.

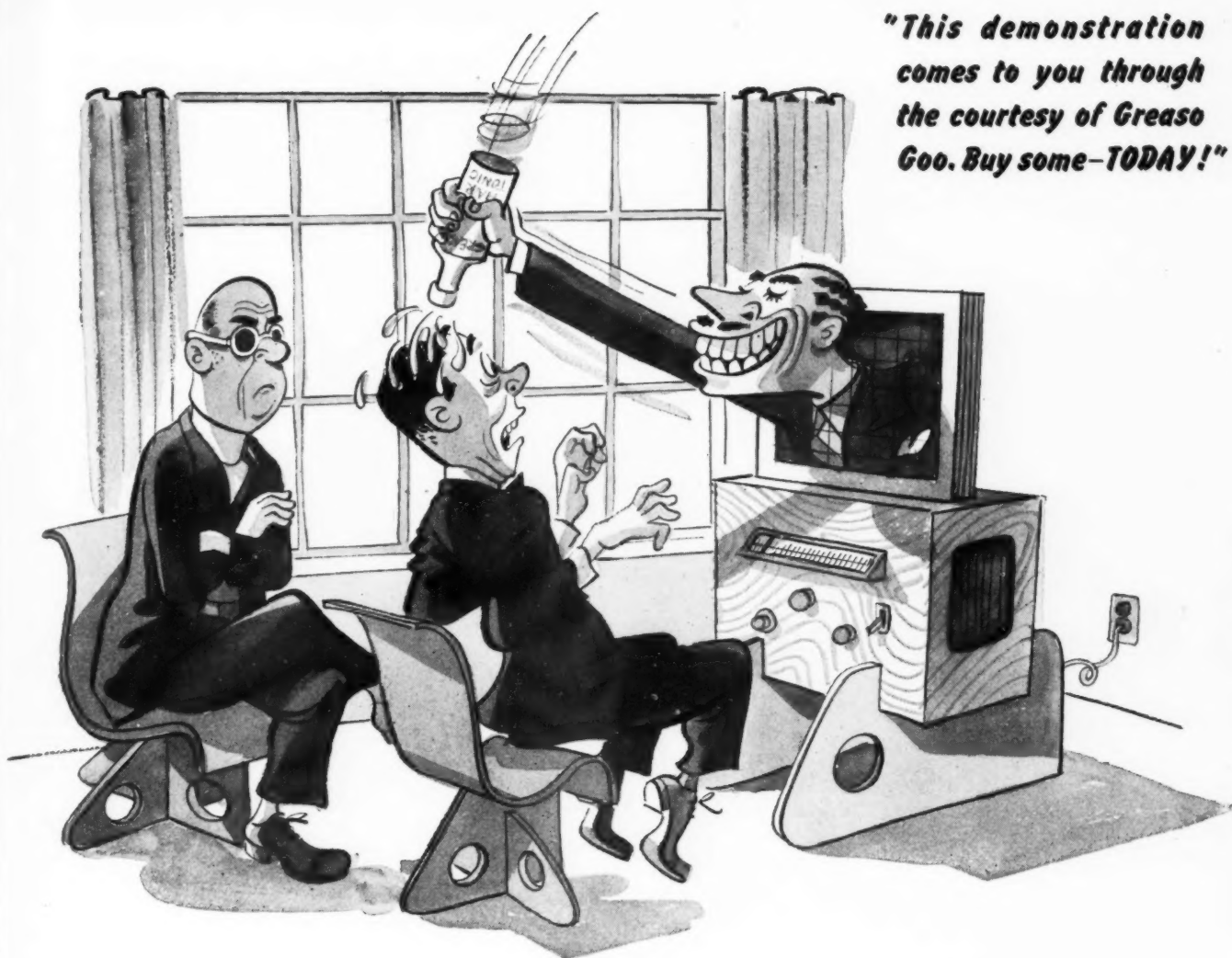
"Because of these restrictions, which curtail our production to a certain percentage of what it was in 1941, we feel obligated to apportion our entire output among those customers who have featured our line for years.

"As our rationing plan does not permit us to supply these old, loyal customers with enough of our items to take care of their current, normal needs, you will agree, we are sure, that we would not be justified in trying to serve new customers at this time.

"Having long wished to welcome you to membership in the De Long family, we naturally should like to serve you now, but of course we cannot do what it is physically impossible for us to do."

In business paper advertisements and general letters we stress the why and wherefore of our plan, assuring customers that we are doing, and shall continue to do, the very best we can for them.

**"This demonstration
comes to you through
the courtesy of Greaso
Goo. Buy some—TODAY!"**



Chances are that 194X will find Americans taking a brand new concept of living right in stride.

Yet, the vision of *today's* forward-looking men and women will lie behind tomorrow's ideas and products. The kind of people* who, in ever-increasing numbers, are reading Newsweek.

For Newsweek brings into sharp focus the world of tomorrow. The Signed Opinions of experts in business, industry, government and warfare . . . the remarkably sharpshooting Periscope . . . the clear, concise News Significance . . . Washington Trends . . . all of these, augmented by Newsweek's new and exclusive "Postwar Horizons", give thinking people a key to the door to tomorrow.

In *your* postwar selling plans, pay particular attention to Newsweek. It is here you reach those leaders you must reach—to help make those plans come true.

Newsweek

The Magazine That Looks Ahead



**93% of Newsweek's more than a half million circulation is concentrated among leaders in business, industry, government and the professions . . . the highest concentration of above-average Americans, per advertising dollar, offered by any magazine.*

**\$2,277,000 GRANTED FOR
WICHITA AIR TERMINAL**

U. S. Expenditure Based On
Future Commercial Values

WICHITA ON WORLD TRADE ROUTES

Congress has approved a \$2,277,000.00 Federal grant for expansion of the Municipal Airport at Wichita. This huge expansion will lift the Wichita airport to a class 4 terminal, the highest rating an airport can be given.

One of the factors for making the grant was based on the future commercial value of the airport. Construction will be for the largest planes now in use and those for the immediate future.

The new Geography shows Wichita, Kansas, as the natural point in the Western World toward which Global Air Traffic will converge following Great Circle routes of World Air Commerce. This lends new permanence, new promise for the future, to Wichita's vast growth. Wise marketers realize this and are building a solid sales program through Radio Station KFH.

Don't YOU miss out on the rich Wichita market.

That Selling Station in
Kansas' Biggest, Richest Market!

**KFH
WICHITA**

CBS—5000 Watts Day and Night
Call any Edward Petry Office



Glenn D. Gillett Compiled Field Strength Distribution Based on Performance and Previous Survey Measurements—5000 Watts Day and Night—October 1961

Bundle Shippers Merchandise Gift Boxes for Those in Service

"SEND-AWAY BUNDLES" are war babies which provide a selection of standardized gift packages for men and women in military service. During the past eight months about 110,000 of these heart-warming packages have been sold.

It started last August with formation of Bundle Shippers, Inc., New York City. When the sponsors were drafted into military service, Edward Bloomberg, New England representative of the original company, took over the idea and formed Bundle Shippers' Service, Cambridge, Mass.

The service concentrates on five packages, ranging in price from \$2.85 for the "America" to \$7.75 for the "Peace." Best seller is the "Star" at \$4.95, which contains tooth brush, toilet soap, 18 razor blades, tooth paste, shaving cream, foot powder, white handkerchief, serviceman's necktie, Hoyle's "Book of Games and Rules," writing kit, button-cleaner shield, playing cards, chewing gum, pocket-sized short story books, candy and cookies.

All merchandise is of well known, nationally advertised brands which Bundle Shippers' Service buys directly from manufacturers, packages being made up at the Cambridge warehouse. Items are attractively packed in large flat boxes which are tested to stand a 200-lb. test. Plenty of white shredded paper is used, and a red, white and blue ribbon covers the package in V formation. A military-colored gift card is enclosed. Also in each package is a postal card addressed to the service company as a means of finding out how each package reaches the man and how each man likes the selections.

Questions asked are: 1. Are contents

satisfactory? 2. Was the bundle in good condition when it reached you? 3. What else would you like in the bundle? Practically every bundle arrives in excellent condition, and there are few suggestions as to changes in the makeup of assortments.

Bundles are marketed in two ways: via retail stores throughout the country, and to industries and firms who send them to their former employees.

For retail stores, the bundles are filling part of the gap caused by merchandise shortages. Best part of this business is that stores have only to display sample packages, take orders and collect their commission. Some stores do not even display samples, but make sales by using the descriptive printed pieces provided by Bundle Shippers' Service.

An important part of Mr. Bloomberg's work is keeping up with Uncle Sam's newest postal regulations. At one time packages of all kinds could not be sent to men at APO addresses. Nothing could be sent unless it had been specifically requested by the man as a necessity. Packages of not more than eight ounces may now be sent to APO addresses. As soon as the new order was received, Mr. Bloomberg made up a special APO Package, retailing at \$1.75, plus 24c postage. It contains a button-shield cleaner, sewing kit, package of 50 cigarettes, handkerchief and 18 razor blades.

The best part of the service's work is that people are seldom one-time customers. A large percentage become regular customers, ordering bundles sent at given intervals and ordering in advance for special holidays, birthdays, anniversaries, and such, which are likely to be forgotten.

Q — What was the average annual per store volume in the 12 largest 5c to \$1.00 Variety Store Syndicates in 1942?

A — \$214,965

For 5c to 1.00 Variety Store Market Facts
Write

SYNDICATE STORE MERCHANDISER

79 Madison Avenue, New York, N. Y.

CCA CHICAGO • LOS ANGELES • ATLANTA



The 'IDEA BOOK'

THAT HAS PROSPERED BY SERVICE!

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"ME NO EATEE CEREALS.
VELLY HAPPY ON
CHINEE FOOD!"





**CORN
FLAKES**

"CEREALS GIVE MY
HUSBAND AND YOUNGSTERS
THE ENERGY THEY NEED."



POTENTIAL CUSTOMERS

CIRCULATION COUNTS MOST IN NEW YORK CITY

New York City may be one place . . . but certainly not one people. As melting pot of the world, it has over 2,000,000 foreign-born residents.

In eating-habits, for instance, these New Yorkers are largely dominated by the customs of their country of birth. Food surveys in these foreign-born areas prove they are negligible prospects for many nationally advertised products. For such advertisers, circulation here is largely non-productive.

On the other hand, New York City has large areas (mostly private residential) where eating habits are typically American, where ability-to-buy is far above the norm, where size of family and home environment make them better than average prospects.

In covering the New York City market, smart advertisers have learned that extra emphasis on these preferred areas pays extra dividends.

This is balanced spending!

FOR EXTRA EMPHASIS ON "PREFERRED FAMILY AREAS" USE

NEW YORK CITY'S
HOME GROUP

{

Long Island Daily Press

Covering the southern half of Queens (New York City)

{

Long Island Star Journal

Covering the northern half of Queens (New York City)

}

Staten Island Advance

Covering Staten Island (New York City)

185,532
ABC CIRCULATION

MAY 20, 1943

[57]

SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
In. It May Win a Round Table Prize.]

Purchasing Agents are "Mighty Human"—Here's Proof of It

Frank H. Meeks & Associates, New York, put plenty of human element into a letter they sent to 2,900 purchasing agents, and pulled 17% replies:

"I wonder if Theodore Roosevelt had Purchasing Executives in mind particularly when he remarked:

"There's a mighty human side to business when you really get acquainted with the men in it."

"Tangible evidence has come to my desk during the past few days which reiterates the fact that purchasing men are 'mighty human.' It's on account of a letter I sent to some of your conferees asking for a little 'assist.'

"Quite naturally, I hope you won't mind taking two minutes out of your busy day to answer these questions:

"Do you buy Whitworth Thread Gages? Yes..... No.....

"Do you buy American Thread Gages? Special Yes..... No..... Standard Yes..... No.....

"Please do not think me too presumptuous for thanking you in advance for this information. The enclosed envelope which requires no postage is for your convenience in returning this letter to me after you have filled in the above.

"It is always a privilege to cooper-

Prize-Winning Letters for April

FRED C. LEMMERMAN
Jamaica, N. Y.

FRANK H. MEEKS & ASSOCIATES
New York, N. Y.

TOM KOOPMAN
Alfred Allen Watts Co., Inc.
New York, N. Y.

ate with members of your profession. So, if at any time you need information on gages—not necessarily the kind we supply—we'll be glad to dig out this for you."

Have You Manpower Troubles? You Can Capitalize on Them

A. J. Jacquot, Jr., manager of sales, Aatell & Jones, Inc., Philadelphia, announces the retirement of a salesman and gets in some good sales licks:

"After serving this company and its customers faithfully and intelligently for ten years, Mr. A. W. Walsh has been obliged to resign due to poor health. We sincerely regret this loss, for personal as well as business reasons. He is a grand fellow and we will miss him.

"Many of our customers in Michigan, Ohio and Indiana will remember Art Walsh as the man who regularly and consistently reminded them of the importance of serving their foods and beverages attractively. 'Good Food Attractively Served Tastes Better... Is Worth More.'

"He's the fellow, remember, who suggested that you substitute — (for linen table covers) — attractive, colorful paper Place DOILIES designed expressly for your service. Suggested that these paper Place DOILIES carry business building messages to your guests. Now, because of the burden

the war has placed on laundries, a lot of hotel and restaurant operators would like to switch from cloth to paper; but we are restricted in the quantity of paper we may use. So, we're taking care of old customers first and 'first come first served' for the rest.

"Restrictions made necessary by the war make it very difficult for us to function as efficiently as we like to believe we once did. We will, however, continue to serve you with the most unusual, the most practical, the best: Coasters, Doilies, Menus, Menu Inserts, Napkins, etc., that a quarter of a century of experience—(minus governmental restriction)—will permit.

"Write real soon... won't you?"

Running Out of Customer Contact Ideas? Here's One

More than 100 expressions of understanding and cooperation came to Merrill B. Sands, president, Dictaphone Corp., New York City, after he sent out this customer contact letter:

"It is our intention to continue to render Dictaphone Travel Service to the best of our ability under present wartime conditions. It must be recognized, however, that essential contributions to the war effort and limitations of manpower and equipment may make it impossible to render Courtesy Service at some times.

"Because of wartime conditions, therefore, we are extending the use of the 1942 Courtesy Card now in your possession rather than replacing it with a 1943 edition. It will be honored during the coming year as proper identification in requests for Travel Service at any of our Branch Offices.

"We shall do our best to take care of your travel needs wherever possible. We know we can count on your understanding if on occasion we find it impossible to take care of your immediate needs due to conditions beyond our control."

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

To talk directly
with 387,226
business leaders...

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

CHOOSE THE
LEADER IN
THE BUSINESS
FIELD...

NATION'S
BUSINESS

"Wonder whatever became of Mrs. Mullaney's Pies?"

"Most o' today's folks wouldn't remember 'em, but they was the most luscious pies that ever went into a hungry man's lunch-kit.

"Yessir, Mrs. Mullaney's Pies was the talk o' the town twenty-five years ago. Not only did the word get 'round from pie to mouth (heh, heh!) but twice a week the evenin' papers kept remindin' folks about their goodness.

"Come the First World War and no more Mullaney ads. Soon no more Mullaney Pies, either.

"Well, there goes the whistle—with me still wonderin' whatever became o' Mrs. Mullaney's Pies."



AND PIES are only a casual example. Whether among foods, soaps, cleaners, shoes, clothing, household appliances, mouse-traps or what-not, the commercial history of the First World War era is replete with meritorious brands which once were riding high . . . only to drop out of sight when advertising was dropped out of their sales budget. Few ever regained the ground they lost.

Don't let it happen to *your* product today. Keep 'em remembering. Especially in Detroit . . . where business and industry are teeming . . . where buying power is tremendous . . . where it is so easy and inexpensive to reach the bulk of the homes

through a single, powerful newspaper — **THE NEWS**. The News reaches 63 out of every 100 Detroit homes taking any newspaper regularly and has *the largest A.B.C. recognized HOME-DELIVERED newspaper circulation in America!*

• During February, factory employment in the Detroit industrial area jumped 13,500, bringing the total number employed in 185 major war plants here to 553,600 workers. The average weekly pay of Detroit factory workers is estimated at \$55.95!

The Detroit News

THE HOME NEWSPAPER

A. B. C. Week-day Circulation, 381,971

Member Metropolitan Sunday Newspapers

Sunday Circulation, 461,793

New York: I. A. KLEIN, INC.

Owners and Operators of Radio Stations WWJ and W45D-FM

Chicago: J. E. LUTZ

MAY 20, 1943

[59]

A stylized illustration of a city skyline, featuring several skyscrapers of varying heights, set against a background of radiating lines. The skyline is positioned on top of a large, circular coin. The coin has a textured, ridged edge and the year '1948' is inscribed on its face, flanked by two small stars.

The Courant remains first in ability to move Hartford's wealth. (See any Gilman, Nicoll & Ruthman.)

COURANT

★ ★ ★ ★ ★ ★ ★ ★

★ In 1942 business executives ★
★ paid \$1,008,305 cash-on- ★
★ the-line to read... ★
★
★

CHOOSE THE
LEADER IN
THE BUSINESS
FIELD . . .

NATION'S
BUSINESS



 WESTINGHOUSE RADIO STATIONS Inc.

Agencies

Inflation, manpower and food problems—and how advertising can help to solve them—will be emphasized by representatives of the Government and the Advertising Council at the annual meeting of American Association of Advertising Agencies in New York, May 20 and 21. An exhibit of agency volunteer war work will be shown. Post-war planning and agency manpower problems, the Four A's find, lead in interest among agency men. Other agency war problems to be considered include salary stabilization, advertising as a tax deduction and as cost in Government contracts. William R. Baker Jr., Benton & Bowles, is program chairman.

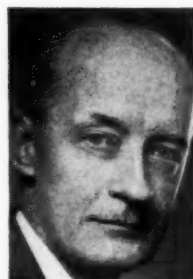
Advertising Council appoints Robert W. Griggs of Standard Brands, Inc., as campaign coordinator on processed foods and Elon G. Borton, LaSalle Extension University, coordinator for the "homes use" campaign sponsored by National Housing Agency to alleviate housing shortages in war production areas. J. Walter Thompson Co. is volunteer agency for the former, Foote, Cone & Belding for the latter. . . . Thompson also is working with the Council on a new "womanpower" campaign.

Daniel A. Ruebel, former vice-president of Chappelow Advertising Co., and associates, form an agency in St. Louis under the name Nelson Chesman & Co. The Nelson Chesman name first appeared in advertising in 1874.



Austin Byrne joins Grant Advertising, Inc., New York City office, as a vice-president and account executive.

Arthur E. Tatham is transferred by Young & Rubicam to New York, to serve as vice-president and contact supervisor. John F. Whedon, recently Chicago manager of Lord & Thomas, succeeds him as vice-president in charge of the Chicago office. . . . Austin Byrne, formerly an account executive with Blackett-Sample-Hummert, joins Grant Advertising, Inc.,



Bachrach

Dr. O. L. Tinklepaugh (left) is elected vice-president in charge of research, **J. M. Mathes, Inc., N. Y.**



Bachtrack

And Howard W. Newton (right) is vice-president in charge of copy for J. M. Mathes, Inc.



Blackstone Studios

Charles A. Pooler, research director, has been elected a vice - president of **Benton & Bowles.**

New York office, as a vice-president and account executive. . . . Dr. O. L. Tinklepaugh is elected vice-president in charge of research and Howard W. Newton vice-president in charge of copy of J. M. Mathes, Inc. Scott Leonard, from Batten, Barton, Durstine & Osborn, joins Mathes as an executive. . . . Charles A. Pooler, research director, is now a vice-president of Benton & Bowles. . . . Nate Tufts, Jr., radio director at Hollywood, is named a vice-president of Ruthrauff & Ryan. . . . F. Bourne Ruthrauff, vice-president of B. & R., goes on leave to become head of radio for the American Red Cross, at Washington. . . . Henry G. Erck, account executive, becomes a vice-president, and Nellie B. Iardella is now assistant treasurer and controller of Van Sant, Dugdale & Co., Baltimore. . . . William King, Jr., from Gardner Advertising Co., is named a vice-president of Olian Advertising Co., St. Louis. . . . Russ Johnston, from CBS, becomes radio director of McCann-Erickson's Hollywood office. . . . Vick Knight joins Foote, Cone & Belding as vice-president and radio director at Hollywood.

William H. Beatty rejoins N. W. Ayer & Son in charge of new business at Detroit. . . . Samuel L. Frey leaves Pedlar & Ryan to join the Army. Edward L. Baumiller takes over his space buying duties, assisted by Al Skolnik on newspapers and Miss Martha Stevens on magazines. . . . Francis N. McGehee resigns from Warwick & Legler. . . . Frederick H. Nichols joins Kenyon & Eckhardt as an account executive.

Accounts

Norge division of Borg-Warner Corp., appointing Campbell-Ewald Co., plans a large-scale newspaper and magazine cam-

SALES MANAGEMENT



... SIXES & SEVENS

... If *The Inquirer* dropped its Sunday issue, some of its Sunday copy would run daily, upping *The Inquirer's* six-day figures ... But if a six-day paper added a Sunday issue, some of its daily copy would run Sunday, and decrease the weekday total!

... Days per week published—doesn't make a medium ...
The days a paper delivers—does!

... Philadelphia retailers have convinced themselves the hard way, by using *The Inquirer*; depend on it to deliver most of their advertising to the most prospects—because *The Inquirer* delivers every day.

... And *The Inquirer's* four million line lead over the second paper last year ... and second place in lineage among U. S. morning papers ... wasn't due to the seventh day—but to the extra sales power ... which any advertiser can use at a profit, six days or seven!



MAY 20, 1943

paign. . . . Foote, Cone & Belding signs Campbell Soup Co. for a weekly comedy program on CBS, starting June 2. . . . General Electric Supply Corp., Bridgeport, to J. M. Hickerson, Inc., New York. . . . Major Vitamins, Inc., to Peck Advertising Agency, New York. . . . Shuron Optical Co. to Erwin, Wasey & Co. . . . New Era Shirt Co., St. Louis, to Olian Advertising Co. . . . Bonwit Teller of Philadelphia appoints St. Georges & Keyes for a special magazine campaign. . . . Kerr's Butter Scotch, Inc., to Tracy-Locke-Dawson, New York office. . . . Universal Zonolite Insulation Co., to Ruthrauff & Ryan, Chicago office.

Radio

United States Supreme Court upholds the power of Federal Communications Commission to regulate the networks. Thus ends a five-year fight against FCC rules by NBC and CBS. Under the rules, the broadcasting companies may not own more than one network; stations cannot be prevented from sending programs of other networks, and a restriction is imposed on the granting of options to a network for broadcast time. Networks may no longer sell programs only to one station in a single area; contracts with stations are limited to two years, and stations may reject network programs. FCC also is given authority to control network ownership of stations.

In statements on the Supreme Court decision, both Niles Trammel of NBC and William S. Paley of CBS emphasized that the present system of network broadcasting is endangered. Miller McClintock of MBS,

however, said his organization "welcomes" the new rules "without apprehension."

United States Rubber Co. signs to sponsor broadcasts of the New York Philharmonic-Symphony Orchestra over the full CBS network for 90 minutes Sundays, starting May 23. Time expenditure involved is said to total \$1,000,000 a year, with perhaps \$500,000 a year more going to the orchestra society.

A standard plan for measuring station coverage, based on signal strength and audience mail, was adopted unanimously by National Association of Broadcasters in Chicago. A station's coverage is that area in which it delivers a signal of at least .5 millivolt strength. The degree of coverage in each county is measured by the percentage of mail per 1,000 listeners to the total for the county in which the station's principal studio is located. . . . NAB is forming a Bureau of Audience Measurement, and will issue a publication on "How to Determine Station Coverage."

Two new directors at large of NAB are Barney Lavin, WDAY, Fargo, N. D., representing medium stations, and James L. Shouse, WLW-WSAI, Cincinnati, representing large stations. Frank King, WMBR, Jacksonville, Fla., elected a director at large for small stations, was formerly a member of the board, as fifth district director. No other changes were made.

NAB is forming a post-war planning committee. . . . Edgar Bill, WMBD, Peoria, Ill., recently was named chairman of the association's public relations committee.

With Mutual now embracing more than 200 stations, the other major networks also are moving toward that mark. CBS adds four in Illinois, two in Florida, one in West Virginia, to total 132, and the Blue signs four stations, to 155. . . . New CBS affiliates are WSOY, Decatur; WTAX, Springfield; WDWS, Champaign, and WDAN, Danville, Ill.; WAAC, Ft. Myers, and WSPB, Sarasota, Fla., and WJLS, Beckley, W. Va. . . . New Blue affiliates are WSOO, Sault Ste. Marie, and WLAV, Grand Rapids, Mich.; WROK, Rockford, Ill.; and KTEM, Temple, Tex. . . . WJW will become the Blue's Cleveland outlet on August 15.

WHAM, Rochester, 50,000-watt voice of Stromberg-Carlson Co., joins NBC, which now has 25 50,000-watt stations in its group.

Mutual Broadcasting System's billings last month were the largest for any April, and May business is expected to set a record for any month in the network's history.

C. E. Hooper, Inc., reports that evening listenership in April rose 10% from April, 1942.

Richard F. Connor, radio executive with the Office of War Information, joins Mutual in charge of the executive of the network's new policy of service to its 212 affiliates. . . . Arthur B. Church, KMBC, Kansas City, Mo., is named the ninth member of the Columbia Affiliates Advisory Board, representing stations in seven midwestern states. . . . Following the recent death of William E. Jackson, B. A. MacDonald is named general sales manager of Westinghouse Radio Stations, Inc. Jack DeRussy becomes sales manager of KYW, Philadelphia, Frank V. Webb sales manager of KDKA, Pittsburgh, and W. B. McGill general advertising manager of the stations, with office in Philadelphia.

Magazines

Coincident with publication of the second issue of *Victory*, Office of War Information introduces *U. S. A.* Both tell people abroad what kind of a nation we are and what we're doing to help win the war. *Victory* is a full-size picture magazine, while *U. S. A.*, smaller in format than other pocket-size digest magazines, puts condensations of ten magazine articles and of one book into one ounce. Both are printed in a dozen or more languages.

Omnibook reduces to pocket size to save paper. . . . *Sportsman Pilot*, currently devoted to the private pilot's wartime role, reduces page size and weight of paper stock. . . . *Field & Stream* reduces over-all page size and eliminates run-of-paper black and white bleed and two-color inside bleed advertisements.

Iva S. V. Patceвич, acting president of Conde Nast Publications, is elected president and chairman of the board. . . . Philip Kobbe is named vice-president in charge of development of *United States News*, with office in New York. . . . Gilbert Mott, from *Esquire*, becomes promotion manager of *The American Weekly*. . . . Ralph C. Ackerman is appointed Boston manager of Curtis Publishing Co., on retirement of Melville H. Smith, who has been associated with Curtis for 39 years. Mr. Smith will continue to act as consultant to Curtis in the New England area. . . . E. W. Carlson becomes advertising manager of the *Ohio Farmer*, succeeding

SALES MANAGEMENT

AKRON'S

POPULATION, EMPLOYMENT AND PAYROLL HIT NEW HIGHS

NUMBER EMPLOYED	127,000
MONTHLY PAYROLL	\$ 27,000,000
YEARLY PAYROLL	\$324,000,000
GREATER AKRON POPULATION	332,000
SUMMIT COUNTY POPULATION	400,000

★

Employment and payroll figures are based on latest reports of Ohio's Bureau of Unemployment Compensation. Figures for Akron Trading Area are not available.

Beacon Journal circulation has also hit a new high: March 1943 Daily Average, 124,828 . . . Sunday Average, 112,155. This is your answer to complete, economical coverage of the rich Akron Market.

AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

C. V. Buchanan, who retired because of illness.

Richard A. Feldon and Erik R. Singer form Richard A. Feldon & Co., 420 Lexington avenue, New York. The firm will act as national advertising representative for publications, including the National Comics Group, composed of 18 newsstand comic magazines with combined circulation guaranty of 6,000,000 an issue.

Did you miss

J. EDGAR HOOVER ★ MAJ. GEN. HERSHEY

LT. GEN.

SOMERVELL

in person on the
MARCH OF TIME
Sponsored by the Editors of
TIME
The Weekly Newsmagazine

LISTEN TO A NEW GROUP OF
NEWS-MAKERS NEXT THURSDAY
NBC
NETWORK 10:30 P.M.
EWT

Read by almost
every member of
Congress...

(but Washington influence
begins at home)

CHOOSE THE
LEADER IN
THE BUSINESS
FIELD...

NATION'S BUSINESS

A large business paper publishing company has an opening for a sales promotion manager in the field circulation department. Located in New York office. Salary open. Write giving complete information, experience, draft status, etc., to Box 1034, Sales Management, 386 Fourth Avenue, New York.

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
COrtland 7-4836

Newspapers

Probably indicative of the national trend, advertising lineage in eight general New York city dailies in April gained 21.4% from April, 1942, Media Records reports. Financial rose 62.4; automotive was up 52.4, classified up 42.7, and general or national up 34.5. Despite the late Easter, retail gained only 10.8%.

New York News starts a daily and Sunday classified want ad service. . . . To save paper, New York Times reduces margins. . . . The Herald-Tribune, replacing the Times, starts to publish "Buy-Lines by Nancy Sasser," national advertiser-sponsored column, in New York. . . . Chicago Sun announces "Sound-O," a radio quiz game broadcast over WBBM, Chicago, with \$1,000 in weekly prizes, in a campaign in about 100 newspapers in Illinois, Indiana, Iowa, Michigan and Wisconsin.

Linwood I. Noyes, publisher of the Ironwood, Mich., Globe, recently was elected president of American Newspaper Publishers Association. . . . Wesley McCurdy, Winnepeg Tribune, is reelected president of Canadian Daily Newspapers Association.

Following the recent death of Harry D. Reynolds, Reynolds-Fitzgerald, Inc., newspaper representative, has advanced several employees to participating ownership. Herbert Hatfield becomes executives vice-president and administrative director, at New York; Robert S. McLean, vice-president and sales director, New York; George A. Jones, vice-president and sales director, Chicago; Richard T. Healy, vice-president and Detroit manager; Judson H. Carter, vice-president and Pacific Coast manager; C. H. Weissner, secretary, and Mrs. C. Lillian Hamburg, treasurer. John T. Fitzgerald, president, will make his headquarters in Chicago.

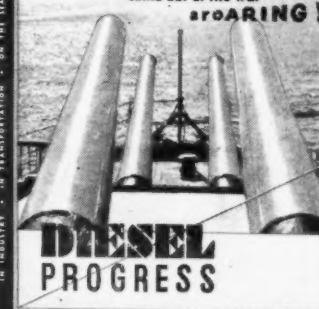
Hazen H. Morse is appointed promotion manager, New York World-Telegram. . . . Douglas V. Martin, Jr., for twenty-one years promotion manager of the St. Louis Globe-Democrat, joins Gardner Advertising Co., there, as an executive.

Business Papers

Illumination Publishing Co., New York, introduces Prefabricated Homes, a monthly, with James Krieger as publisher and Eugene Clute, editor. . . . World Petroleum, New York, will publish next month the first issue of Petroleo del Mundo, a quarterly for Central and South America. . . . Printers' Ink acquires Brad-Vern's Reports and Brad-Vern's Library of Business Papers, on the enlistment in the Air Corps of Vernon H. Van Diver Jr., general manager of Brad-Vern Co. . . . Women's Wear Daily changes from afternoon to morning publication. . . . Men's Apparel Reporter reduces page size and weight of paper stock. . . . Construction Methods changes from gravure to letter-press and adopts a 7x10 type-page size.

Edward S. Dickinson becomes western manager, at Chicago, of Food Field Reporter and Drug Trade News. . . . Herman Sonneborn, eastern advertising manager of American Restaurant and Club Management, is now acting in a similar capacity with Hospital Management. . . . Miss Evelyn Kaye is now promotion director of Infants' & Children's Wear Review. . . . O. H. Sutter becomes New England manager of Electronic Industries and Radio Retailing Today.

WILL YOUR POST-WAR SALES GUNS BE Ready? INVESTIGATE THE DIESEL INDUSTRY Now because it's one of the two industries that will come out of the war roaring!



DIESEL PROGRESS

HIGHEST RATE PER PAGE
LOWEST RATE PER READER
EDITED BY REX W. WADMAN

Today - NOW - send for diesel market survey and complimentary copy.

DIESEL PROGRESS

2 WEST 45th STREET, NEW YORK, NEW YORK

IN CHICAGO it's

HOTEL ATLANTIC

400 ROOMS WITH BATH from \$2.50

MEMBER 4 Dining Rooms

CLARK at JACKSON

BUY WAR BONDS AND STAMPS

G.H.Q. IN ST. LOUIS FOR WARTIME TRAVEL

HOTEL Mayfair

He's fighting for you. WHAT ARE YOU DOING FOR HIM?

BUY WAR BONDS

97 TRUE SUCCESS STORIES

711 Pioneer California Businesses have continuously served the public for 50 years or more. The inspiring record is revealed in a 160-page, digest size booklet, providing a true picture of the part individual initiative played in the romance and development of California and the West. 97 original articles by the founders, their sons or grandsons or present heads—97 true success stories—of intense interest to every business person. Facts hitherto unpublished. More entertaining than fiction. Postpaid 50 cents. Ghost Town News, Buena Park, Calif.

Comment

BY RAY BILL

POST-WAR PURCHASING POWER. Obviously, we cannot embark on wholesale conversion from war production to civilian production until the war ends. But we can and should plan *in advance* to avoid an unemployment crisis of such major size as to threaten our national existence.

Purchasing power ever must be the key to employment. But it is vital to recognize that all persons whose purchasing power arises from public payrolls depend in the last analysis upon the volume of employment which can be maintained *on private payrolls*.

If we accept private payrolls as the major objective, the question then arises as to what can be done now that is compatible with maximum war effort and at the same time provident as to the future. Here is the simplified program SALES MANAGEMENT proposes:

First. A maximum number of minds, representative of both big and small business should constantly ponder, scheme and plan on how to put and keep both men and women on private payrolls after V-Day. This is no job for one leader, one group, or one planning agency. It needs the composite individual effort of the best minds of the whole country, spearheaded, to be sure, by such groups as the Committee for Economic Development of which Studebaker's Paul Hoffman is chairman.

Second. Trade associations of all types should carry on individual research and planning programs.

Third. Business papers should make post-war employment a major function of their editorial activities.

Fourth. Groups, representing private business, should work in close liaison with groups representing Government in both the administrative and legislative branches.

Fifth. Universities with business schools should undertake specialized programs such as Harvard already has done.

Sixth. Every business concern should maintain a program of research and planning aimed at maximum post-war employment.

Seventh. There should be frequent meetings in all parts of the country for the express purpose of exchanging ideas with respect to post-war employment.

Eighth. The employment slack resulting from reduction in, or cancellation of, war orders, while the war is still in progress, should be used as test fields for developing employment solutions on private payrolls.

Ninth. The whole nation should be educated continuously on the importance of tremendous post-war selling programs in order to distribute successfully the stepped-up civilian production of post-war days, thereby assuring both large-scale employment on private payrolls and a simultaneous maximum of purchasing power.

Tenth. Advance plans should be made by individual companies to assure adequate post-war (a) sales management, (b) sales staffs, (c) sales training, and (d) advertising.

Eleventh. The tax policy of the Nation should be designed to assure maximum post-war employment on private payrolls.

In this latter connection, the availability of risk capital with which to provide maximum employment stands out as a factor of prime importance. Bad tax policy probably can do more than anything to offset the enterprise of those who maintain and create jobs on private payrolls.

Senator Walter George, Chairman of the Senate Finance Committee, hit the nail on the head when, in his recent address to the U. S. Chamber of Commerce, he included in his eleven points these cornerstones of tax policy:

1. Corporate and individual income taxes cannot be increased.
2. Reserves for post-war contingencies and for conversion to peacetime activities, and for deferred maintenance and repairs, must be established and built up of earnings during the war.
3. The present rate of tax upon capital gains may prove too high—certainly it should not be increased—and the greatest benefit of the special treatment of capital gains and losses lies in a certainty of their stability.
4. The excess-profits tax should be repealed or greatly reduced upon the cessation of hostilities.
5. The profits of industry should be taxed but once, and we must find a satisfactory substitute for the present system of taxing them first as they are earned, and again as they are distributed.

Pertinent to this risk-capital phase is this extract from recent remarks of C. A. Higgins, president of the Hercules Powder Co.:

"What makes the chemical industry grow so rapidly? Certainly there is no more potency in applied chemistry than there is in any other science. The plain fact is that the industry has, in recent years, plowed back a larger amount of its earnings for development, improvements, and extension than most others. As Mr. McGraw would say, 'you must save some seed money . . . enough of each crop must be put away to provide seed for future crops.' The chemical industry invests a lot of its earnings in an organized effort to find out how to do things better. We call it 'research' and, having spent money in research to find new and better methods and products, the chemical industry sets aside larger funds for depreciation and amortization reserves than most industries. These funds again, together with the withheld earnings, are reinvested in the additional facilities called for by the research program. And so the business grows. Chemistry, of course, connotes change, and so perhaps it is natural for the chemical industry to endow research to point the way and to provide for the resultant changes and developments by financial reserves."

The same principle applies—or at least should be made to apply—to most, if not all, civilian industries, if post-war purchasing power is to be maintained at the high levels necessary to bring about the kind of prosperity which can grow only out of satisfactorily large employment *on private payrolls*.